

**Stephen Cross**  
Chairman of the Council

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**Council meeting: Wednesday, 17 April 2019**

Notice is hereby given that an ordinary meeting of Warwick District Council will be held at the Town Hall, Royal Leamington Spa on Wednesday, 17 April 2019 at **6.05pm**.

**Emergency Procedure**

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

**Agenda**

1. **Apologies for Absence**
2. **Declarations of Interest**

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct. Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

To confirm the minutes of the meeting of the Council held on 20 February 2019.  
**(Pages 1 to 17)**

4. **Communications and Announcements**

5. **Petitions**
6. **Notices of Motion**
7. **Public Submissions**
8. **Leader's and Portfolio Holders' Statements**
9. **Questions to the Leader of the Council & Portfolio Holders**
10. **Executive Report**

To consider the report of the Executive meetings

- (a) 6 February 2019 (excluding minutes 142, 143, and 145 as previously considered and minute 144 which is a recommendation to Council on 15 May 2019). **(Pages 1 to 46)**
- (b) 6 March 2019 **(Pages 1 to 58)**
- (c) 3 April 2019 **(Pages 1 to 24)**

11. **Employment Committee Report**

To consider the report of Employment Committee on 20 March 2019

**(Pages 1 to 22)**

12. **Revisions to Council Procedure Rules**

To consider a report from Democratic Services

**(Pages 1 to 6)**

13. **End of Term reports**

- (a) To consider the end of term report from Finance & Audit Scrutiny Committee **(Pages 1 to 5)**
- (b) To consider the end of Term report from Overview & Scrutiny Committee **(Pages 1 to 12)**

14. **Public & Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraph 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

15. **Confidential Executive Report**

To consider the confidential reports of the Executive meetings

- (a) 6 March 2019 **(Pages 1 to 5)**
- (b) 3 April 2019 **(Pages 1 to 5)**

**(These reports are not for publication)**

16. **Common Seal**

To authorise the affixing of the Common Seal of the Council to such deeds and documents as may be required for implementing decisions of the Council arrived at this day.



Chief Executive  
Published Tuesday 9 April 2019

For enquiries about this meeting please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114

E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)

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The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.

# WARWICK DISTRICT COUNCIL

Minutes of the meeting held on Wednesday 20 February 2019, at the Town Hall, Royal Leamington Spa at 6.05pm.

**PRESENT:** Councillor Cross (Chairman); Councillors Ashford, Barrott, Boad, Mrs Bunker, Butler, Cain, Mrs Cain, Coker, Cooke, D'Arcy, Davies, Davison, Day, Doody, Edgington, Mrs Evetts, Mrs Falp, Gallagher, Gifford, Gill, H Grainger, Mrs Grainger, Heath, Mrs Hill, Illingworth, Mrs Knight, Margrave, Mobbs, Morris, Murphy, Naimo, Parkins, Phillips, Quinney, Mrs Redford, Rhead, Shilton, Whiting and Wright.

## 79. **Apologies for Absence**

Apologies for absence were received from Councillors Bromley, Gill, Noone, Mrs Stevens, Thompson and Weed.

## 80. **Declarations of Interest**

There were no declarations of interest.

## 81. **Public submission**

Mr Milton addressed the Council in respect of Minute 69 Urgent Notice of Motion of the 23 January 2019 Council minutes.

Following this the Chairman reminded Council that the Council was not debating the decision of Council on 23 January in respect of Minute 69 but only considering if it was an accurate record of the decision taken.

## 82. **Minutes**

The minutes of the meeting of Council held on 23 January 2019 were taken as read and subject to the addition of Councillor Morris being recorded as present, Councillor Morris be added to the recorded vote for against in Minute 69 and the resolution of minute 72, in respect of minute 121 being corrected so that it records "there is not a need for public consultation", they were duly signed by the Chairman as a correct record.

## 83. **Communications & Announcements**

The Chairman informed Council that Mr A Ian Roddis an officer in the Lifeline team, passed away following a short illness on 18 February 2019.

The Chairman informed Council that his Chaplain was unwell and wished her speedy recovery and that it was his Civic Service on Sunday which would still be taking place.

The Chairman informed Council that there would be no business under item 5 Petitions.

#### 84. **Notice of Motion**

Councillor Heath proposed, and it was duly seconded by Councillor Ashford that:

"In light of the recent and continuous persistent Gypsy/Traveller incursions on both public and private land within Warwick District, the Council asks its two MPs to put our case to Sajid Javid, Home Secretary, to support the changes he is considering so that trespass is a criminal matter and not a civil matter, therefore providing the Police greater powers to move people on"

Councillors Boad, Shilton, Mobbs, Barrott, Phillips, Naimo, Knight, Cross, Gifford, Mrs Cain, Murphy, Cain, Mrs Bunker, Wright and Rhead spoke on this item.

Prior to the vote being taken Councillor Shilton requested a recorded vote which was duly seconded by Councillors Phillips, Heath and Doody.

The voting was as follows:

For: Councillors Ashford, Mrs Bunker, Butler, Cain, Mrs Cain, Coker, Cooke, Cross, Davies, Davison, Day, Doody, Edgington, Mrs Evetts, Mrs Falp, H Grainger, Mrs Grainger, Heath, Mrs Hill, Illingworth, Margrave, Mobbs, Murphy, Phillips, Mrs Redford, Rhead, Shilton, Whiting and Wright.

Against: Councillors Barrott, Boad, D'Arcy, Gifford, Mrs Knight, Morris, Naimo, Parkins and Quinney.

Abstention: Gallagher.

The Motion was therefore carried.

#### 85. **Leader's and Portfolio Holders' Statements**

The Leader, Councillor Mobbs informed Council that:

- the Notice of Election would be published on 12 March 2019 at which point the Council would enter into purdah, therefore he took the opportunity to thank the Executive and Officers for all their work over the last four years;
- during the last four years the Council had kept Council tax rises to a minimum so that a Band D property only paid 45p per day;
- the first Council houses had been built in 30 years
- the budget had been balanced year on year with no substantive cuts in service;
- many new companies had been attracted into the area;
- Council house rent had been reduced in each of the last four years;
- the Council was inclusive and had established a jobs club to get people into work;
- £4million had been invested in community initiatives such as the St Chads Centre and Whitnash Community Hub;
- significant development in leisure facilities; and
- new housing developments would include vehicle charging points and pushing forward sustainable development of new builds.

The Portfolio Holder for Neighbourhood Services, Councillor Mrs Grainger, informed Council that work was continuing on the parking displacement plan for when Covent Garden car park was closed; this included:

- works were continuing to extend Court Street car park;
- improvements in highway signage;
- delivery of the communication strategy;
- Station Approach car park was on track for delivery in November;

- Park and Stride campaign had been launched;
- supporting the WCC over the “choose how you move campaign”;
- new payment machines would be installed in the new year; and
- Riverside House car park work was complete.

Covent Garden car park condition was being monitored with a detailed annual health review due shortly. To support this, the top two levels and toilets had been closed off to resolve ASB issues. The Rangers were monitoring demand in all car parks to get more accurate data.

Further plans were now placed on hold pending future decisions, including:

- making Riverside House car parks available to the public during weekdays;
- the appointment of the two Ranger posts for 12 months;
- new payment machines into St Peter’s car park to move away from payment on foot; and
- revisions to the street parking in Portland Place.

The Portfolio Holder for Housing, Councillor Phillips, informed Council that a cross-party Working Group had been established to work on the Community Stadium along with the Councillors from Myton & Heathcote and Bishop’s Tachbrook.

The Portfolio Holder for Business, Councillor Butler, informed Council that

- Interactive Futures National Expo had taken place; collaboration with a number of partners including WCC and Coventry and Warwickshire LEP, with over 1700 delegates attending, and he thanked the officers involved for making this a success;
- Warwickshire had been chosen as the venue for a “Visit Britain Corporate” tourism familiarisation visit for delegates from North America and Europe later this quarter. This visit would be hosted by Shakespeare’s England;
- the Doug and Brew restaurant in Warwick had been voted as producing the best pizza in England by the international Big Seven Travel and Food Guide;
- the District had hosted the finish of two stages of the Ladies Cycle Tour and one stage of the Men’s Tour of Britain in the past two years. Warwickshire was bidding to host a stage of the Tour of Britain this year and a report would be considered by the Executive asking for the funding for the District to bid to host the start of the Warwickshire stage; and
- on a personal note Councillor Butler informed Council that he had been diagnosed with prostate cancer last year despite not having any symptoms. It was identified following a blood test that he had taken to support last year’s Chairman’s chosen charity, the Graham Fulford Trust. Following hormone and radiotherapy treatment he had been given the all clear and was on a six monthly monitoring schedule. He thanked members on both sides of the Chamber for their consideration and support during this difficult time, but concluded with a reminder that any man over 45 should ensure they had the PSA test because it could be life saving.

The Portfolio Holder for Culture, Councillor Coker, informed Council that:

- Everyone Active had recorded over 261,000 visits to one of the Council’s leisure facilities in the quarter ending on 31 December 2018. This was slightly down on the previous quarter but above target for the year;
- TS Nicholas Park Leisure Centre had been rated as excellent by QUEST, a nationally recognised quality scheme;

- during February half term, 95% usage was recorded against the 31 clip and climb sessions available;
- 2677 children enrolled in swimming lessons;
- Everyone Active had received the national award for the best swimming lesson provider for the eighth consecutive year; and
- work at the Pump Rooms was nearly complete and scheduled to open at the beginning of March, including Restaurant in the Park.

86. **Questions to the Leader of the Council & Portfolio Holders**

Councillor H Grainger asked the Portfolio Holder for Neighbourhood Services if she could confirm how many new and replacement bins on street refuse and recycling were due across the Council?

In response Councillor Mrs Grainger explained that there would be 30 new bins and 47 replacement bins. In addition, some bins were due to be relocated or have increased capacity.

Councillor Boad asked the Leader if he could confirm that the housing rent reduction of £1 per week was a requirement from Government; that if Council Tax had been kept low, why had the increase been the maximum £5 for a Band D property; and that if services had not been cut, why had Whitnash and Lillington One Stop shops been closed?

In response Councillor Mobbs explained that the Council Housing Rent had reduced, the One Stop shops had closed as part of the digital transformation strategy and if there were specific problems with this to pass them on.

Councillor Boad asked the Portfolio Holder for Culture how many concessionary passes had been issued by Everyone Active in the last 12 months, specifically to what value?

In response Councillor Coker agreed to email the information to Councillors.

Councillor Mrs Falp asked the Portfolio Holder for Neighbourhood Services if they could provide an update on latest position in respect of Linen Street car park and a displacement plan for this if it had to close at short notice?

In response, Councillor Mrs Grainger explained that there was little change in the condition to the car park, but West Rock car park had been resurfaced and parking bays lined out to increase capacity.

Councillor Mrs Cain asked the Portfolio Holder for Neighbourhood Services when the band stand in the Pump Room Gardens was due to open?

In response Councillor Mrs Grainger explained that Councillors should have received an invite to the opening in early March. Discussions on the future of the undercroft were continuing and Ward Councillors would be kept informed on the dialogue with WCC on lighting of the pedestrian bridge over the river.

Councillor Gifford asked the Portfolio Holder for Development, if he was aware of the corporate complaint that was made regarding the determination of the proposed Victoria Park car park on the old tennis courts?

In response, Councillor Rhead explained that there had been 10 matters complained about of which two were upheld following an independent investigation by a Senior Solicitor at Warwickshire County Council. These came down to the balanced judgement on if the existing municipal use required planning consent for the change of use. This was a matter of judgement on balance as detailed within the investigator's report, however the Head of Service had committed to standing by these findings and if further proposals came forward, they would be considered in line with these findings.

In response to a supplementary question from Councillor Gifford, Councillor Rhead agreed to meet with the Friends of Victoria Park which had made the complaint.

Councillor Naimo asked the Portfolio Holder for Housing if he was aware of complaints about the conduct of Axis, with incidents of them not attending booked appointments and arriving at anti-social hours for some visits?

In response Councillor Phillips explained that he was disturbed to hear this and asked for details to be passed to him to follow up. The contract was subject to regular review and monitoring and these concerns would be followed up as well.

Councillor Day asked the Portfolio Holder for Business how Warwick District tourism was performing compared to the West Midlands region where visits had fallen by 11% and revenue by 9%?

Councillor Butler explained that the figures quoted were from 2017, but currently in Warwick District, trips were up by 6% and spend by 4%.

Councillor Quinney asked the Portfolio Holder for Finance if the agreed amendment to the Council Tax reduction scheme, from Council in January, would go forward?

In response Councillor Whiting confirmed that it would.

Councillor Quinney asked the Portfolio Holder for Housing when he would receive the responses to the questions he asked at Council in January 2019?

In response, the Portfolio Holder for Housing apologised because he thought he had replied via email.

Councillor Mrs Knight asked the Portfolio Holder for Finance whether the Council had spent £1.3million on consultants and why did the Council use them?

In response Councillor Whiting explained that this was a small Council and could not justify or afford having all technical expertise available for the wide range of work and projects its delivered. Therefore, there was a need to draw on consultants' expert knowledge to enable work to be completed, for example the Leisure Contract where there had been a positive budgetary effect of over £2million.

Councillor Mrs Knight informed the Portfolio Holder for Neighbourhood Services that she was very concerned with the quality of the works within the Pump Rooms Gardens and therefore were the works being monitored?



In response Councillor Mrs Grainger explained that there was a contract officer in place who had daily on-site meetings with the contractors to ensure the works were completed to the specification. The Managing Director of the contractor had had talks with Senior Officers and Councillors and had committed to ensuring the finished works were ones that the Council and the community could be proud of.

(Councillor Gallagher left the meeting at the conclusion of this item.)

87. **Setting of the Council Tax 2019/20**

- (a) The recommendations of the Executive held on 6 February 2019 and set out in minute 145, were proposed by Councillor Whiting and duly seconded.

*First amendment*

It was proposed by Councillor Naimo and duly seconded by Councillor Parkins that expenditure on Tourism be reduced by £75k to £54.3k (\$3550, Appendix B1 of Executive report) currently allocated to a Destination Management Organisation each year over three years.

Councillors Naimo, Butler, Mrs Grainger, Day, Whiting, and Parkins spoke on this item.

Prior to the vote being taken, a recorded vote was requested by Councillor Butler and duly seconded by Councillors Day and H Grainger.

For: Councillors Barrott, D'Arcy, Mrs Knight, Naimo, Parkins and Quinney.

Against: Councillors Ashford, Boad, Mrs Bunker, Butler, Cain, Mrs Cain, Coker, Cooke, Cross, Davies, Day, Doody, Edgington, Mrs Evetts, Gifford, H Grainger, Mrs Grainger, Heath, Mrs Hill, Illingworth, Margrave, Mobbs, Morris, Murphy, Phillips, Mrs Redford, Rhead, Shilton, Whiting and Wright.

Abstention: Davison and Mrs Falp.

Therefore the amendment was lost.

*Second amendment*

Councillor Barrott proposed and it was duly seconded by Councillor Quinney that Reserve-funded expenditure on Rural & Urban Community Infrastructure Services be reduced from £150k to £121k to balance the £29k over-budget spend in 2018/19.

Councillors Barrott, Quinney, Boad, Mrs Redford, Rhead, Doody and Whiting spoke on this item.

On being put to the vote the amendment was lost.

*Third amendment*

It was proposed by Councillor Barrott and duly seconded by Councillor Mrs Knight that reserve-funded expenditure on additional Ranger posts be reduced by £40k from £79,700 to reflect the postponed car park replacement project and the current freeze on recruitment for half of these posts.

Councillors Quinney, Butler and Whiting spoke on this item.

On being put to the vote the amendment was lost.

*Fourth amendment*

It was proposed by Councillor Quinney and duly seconded by Councillor Mrs Knight to allocate £40k to a Universal Credit transition fund to meet gaps in benefits not covered by other discretionary hardship funds, to ensure adequate support was available to those who qualified amongst the estimated 50 new claimants per month.

Councillors Quinney, Mrs Knight, Coker and Whiting spoke on this item.

On being put to the vote the amendment was lost.

Councillors Davison and Whiting then addressed the Council on the substantive motion.

The original motion was then put to the vote and

**Resolved** that the recommendations contained in minute 145 headed "Budget 2019/20 – General Fund Revenue and Capital" as set out in the report of the Executive meeting held on 6 February 2019, be approved and adopted.

By law, a recorded vote was required on this matter, the votes on this were as follows:

For: Councillors Ashford, Boad, Mrs Bunker, Butler, Cain, Mrs Cain, Coker, Cooke, Cross, Davies, Day, Doody, Edgington, Mrs Evetts, Mrs Falp, Gifford, H Grainger Mrs Grainger, Heath, Mrs Hill, Illingworth, Margrave, Mobbs, Morris, Murphy, Phillips, Mrs Redford, Rhead, Shilton, Whiting and Wright.

Against: D'Arcy, Mrs Knight, Naimo, Parkins and Quinney.

Abstention: Davison

(Councillor Barrott left the meeting during this item and Councillor Quinney left at the end of this item.)

(b) the report of the Responsible Financial Officer

The report set the Council Tax for the area of Warwick District, incorporating its own Budget which was borne by Council Tax, along with the precepts from the other authorities within the area.

**Resolved** that

(1) as set out in the budget report (Executive recommendations, 6<sup>th</sup> February 2019) and 2019/20 Budget Book (forwarded electronically), be approved:

(a) the Revenue Budgets for 2019/20

(b) the Capital Programme for 2019/20

(2) **Warwick District Tax Base** the Council notes the following amounts for the year 2019/20, in accordance with regulations made under Section 33(5) of the Local Government Finance Act 1992:

(a) 55,577.17 being the amount calculated, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 as amended, as its council tax base for the year.

(b) Part of the Council's Area

<b>Parish / Town Council</b>	<b>Tax Base 2019/20 £</b>
Baddesley Clinton	114.37
Baginton	312.73
Barford, Sherbourne & Wasperton	986.96
Beausale, Haseley, Honiley & Wroxall	361.43
Bishop's Tachbrook	1,436.86
Bubbenhall	318.00
Budbrooke	750.63
Burton Green	461.88
Bushwood (Not a Parish Council)	15.52
Cubbington	1,496.68
Eathorpe, Hunningham, Offchurch, Wappenbury	334.22
Hatton	942.26
Kenilworth	9,837.51
Lapworth	966.20
Leamington Spa	17,141.24
Leek Wootton	536.40
Norton Lindsey	225.86
Old Milverton & Blackdown	302.88
Radford Semele	1,024.08
Rowington	532.00
Shrewley	427.75
Stoneleigh & Ashow	539.99
Warwick	12,819.73
Weston-under-Wetherley	186.86
Whitnash	3,505.13
<b>Total Warwick District Council Area</b>	<b>55,577.17</b>

being the amounts calculated, in accordance with regulation 6 of the Regulations as amended, as the amounts of its council tax base for the year for dwellings in those parts of its area.

- (3) ***Calculation of Warwick District Council's Council Tax, including parish/town council precepts*** that the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992, as amended:-
- (a) £90,677,122.67 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2)(a) to (f) of the Act (*Gross Expenditure including parish/town council precepts*).
  - (b) £79,784,093.00 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act (*Gross Income*).
  - (c) £10,893,029.67 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 2.3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax Requirement for the year.
  - (d) £196.00 being the amount at 3(c) above divided by the amount at 2(a) above, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its council tax for the year (*Average Warwick District Council Tax, including parish/town precepts*).
  - (e) £1,619,422.67 being the aggregate amount of all special items referred to in Section 34(1) of the Act (*Total parish/town council precepts*).
  - (f) £166.86 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by the amount at 2(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates (*Warwick District Council Tax excluding parish/town council precepts*).

(g) Part of the Council's Area

<b>Parish / Town Council</b>	<b>Band D 2019 /20</b>
	£
Baddesley Clinton	197.46
Baginton	215.86
Barford, Sherbourne & Wasperton	218.25
Beausale, Haseley, Honiley & Wroxall	187.61
Bishop's Tachbrook	217.67
Bubbenhall	220.32
Budbrooke	206.83
Burton Green	197.96
Bushwood	166.86
Cubbington	198.20
Eathorpe, Hunningham, Offchurch, Wappenbury	208.15
Hatton	181.40
Kenilworth	185.36
Lapworth	189.63
Royal Leamington Spa	188.90
Leek Wootton	192.44
Norton Lindsey	206.71
Old Milverton & Blackdown	199.88
Radford Semele	195.21
Rowington	205.26
Shrewley	182.59
Stoneleigh & Ashow	198.31
Warwick	200.65
Weston-under-Wetherley	225.19
Whitnash	224.41

being the amounts given by adding to the amount at 3(f) above, the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above (3e) divided in each case by the amount at 2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate (*Warwick District Council plus parish/town council's Council Tax for each parish/town council at Band D*).

- (h) The amounts shown in Appendices 1 and 1a, attached, being the amounts given by multiplying the amounts at 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands (*Warwick District Council plus parish/town council Council's Tax for each parish/town council for each Band*).
- (4) **Warwickshire County Council and Warwickshire Police and Crime Commissioner Precepts** - that it be noted for the year 2019/20, Warwickshire County Council and Warwickshire Police and Crime Commissioner have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown below:

Band	Warwickshire County Council	Warwickshire Police & Crime Commissioner
	£	£
<b>A</b>	954.5400	151.9865
<b>B</b>	1,113.6300	177.3176
<b>C</b>	1,272.7200	202.6487
<b>D</b>	1,431.8100	227.9798
<b>E</b>	1,749.9900	278.6419
<b>F</b>	2,068.1700	329.3041
<b>G</b>	2,386.3500	379.9663
<b>H</b>	2,863.6200	455.9595

- (5) **Total Council Tax for the District for each Band in each Parish/Town Council** - that having calculated the aggregate in each case of the amounts at 3(g) and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts shown in Appendix 2 as the amounts of council tax for the year 2019/20 for each of the categories of dwellings shown.

A recorded vote was required on the above by law and the votes were recorded as follows:

For: Councillors Ashford, Boad, Mrs Bunker, Butler, Cain, Mrs Cain, Coker, Cooke, Cross, Davies, Day, Doody, Edgington, Mrs Evetts, Mrs Falp, Gifford, H Grainger, Mrs Grainger, Heath, Mrs Hill, Illingworth, Margrave, Mobbs, Morris, Murphy, Phillips, Mrs Redford, Rhead, Shilton, Whiting and Wright.

Against: Councillors D'Arcy, Mrs Knight, Naimo, Parkins and Quinney.

Abstention: Councillor Davison.

## 88. **Housing Rent & Housing Revenue Account Budget 2019/20**

Councillor Phillips proposed and it was duly seconded by Councillor Mobbs, the recommendations of the Executive as set out in Minute 143 of 6 February 2019.

Councillor Davison proposed and it was duly seconded by Councillor Mrs Falp that:

In order to address fuel poverty, provide higher quality housing and enable a substantial reduction in fuel costs and carbon dioxide emissions from residential properties, this Council allocates up to £90,000 from the HRA Capital Investment Reserve to prepare a plan to incorporate Passivhaus principles into the construction, refurbishment and use of WDC homes as part of the Housing Investment Programme.

Notes:

1. The plan should be completed within 9 months, drawing on expertise developed elsewhere. Dedicated officer time and use of external consultants are envisaged.
2. The plan may propose: building some council and/ or shared ownership homes to Passivhaus standard; building all new homes with a fabric first approach and performance in use monitoring; and, retrofitting existing housing stock.
3. This motion develops Warwick District Council's Strategic approach to sustainability and climate change 2016 to 2020 Issue 4, June 2018, specifically in terms of reducing fuel poverty and improving the energy efficiency of WDC housing stock. The stock condition survey and the progress already made for all council homes to have Energy Performance Certificates (EPCs) rated D or better are important steps: see appendix 2.
4. Following the recent UN conference, we may need to eliminate CO2 emissions by 2030; however, we are not even on track to meet the much weaker UK target of 80% reduction in emissions by 2050.

In response the Housing Portfolio Holder suggested to the proposer and seconder of an amendment a revision so that it read as follows:

In order to address fuel poverty, provide higher quality housing and enable a substantial reduction in fuel costs and carbon dioxide emissions from residential

properties, this Council allocates up to £90,000 from the HRA Capital Investment Reserve to:

1. Develop a Plan to incorporate in new-builds funded through the Housing Investment Programme improved housing standards, in-use performance standards (such as identified by the Sustainable Development Foundation), lifetime homes standard and renewable energy installations.
2. The Plan to examine how to incorporate these standards into the retrofitting of existing properties
3. Encourage our housing association co-development partners to pursue the same standards.
4. That a report is presented for agreement of the Executive outlining the Plan in Autumn 2019.

This proposal was accepted by the proposer and seconder and therefore became the amendment to be debated by Council.

Councillors Phillips, Rhead, Boad, Mrs Falp and Davison spoke on this matter.

**Resolved** that recommendation of the Executive of 6 February 2019 as set out in Minute 143, subject to the amendment above, be approved and adopted.

#### 89. **Executive Report**

- (a) The Leader proposed the reports of the Executive meetings 9 January 2019 (excluding minutes 120 & 121 that were considered by Council on 23 January 2019) and an excerpt 6 February 2019 (excluding minutes 145, and 143 as previously considered above and minute 144 which was a recommendation to Council on 15 May 2019) which were duly seconded and

**Resolved** that the reports be noted.

#### 90. **Council Procedure Rules**

The Chairman of Standards Committee proposed an amendment to Council Procedure rules so that it recognised meetings of the Standards Committee were recorded. This was duly seconded by Councillor Illingworth and

**Resolved** that Council procedure rules be amended to reference that meetings of Standards Committee and its sub-committees, held in the Council Chamber at the Town Hall, Royal Leamington Spa, are both audio and visually recorded including where the press and public have been excluded, except where the Committee are deliberating in private.

#### 91. **Public & Press**

The Chairman proposed, as laid out on the agenda, duly seconded and

**Resolved** that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason



of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
92	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

92. **Confidential Executive Report**

The confidential report of the Executive meeting of 9 January 2019 (excluding minute 131 that was considered by Council on 23 January 2019) was proposed, duly seconded and

**Resolved** that the report be approved.

93. **Common Seal**

It was

**Resolved** that the Common Seal of Warwick District Council be affixed to such documents as may be required for implementing decisions of the Council arrived at this day.

(The meeting ended at 9.23 pm)

Chairman  
20 February 2019

**Budget and Council Tax**  
**2019/20**  
**Calculation of Warwick District Council Element including Special Expenses**

	<b>BAND A</b>	<b>BAND B</b>	<b>BAND C</b>	<b>BAND D</b>	<b>BAND E</b>	<b>BAND F</b>	<b>BAND G</b>	<b>BAND H</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Warwick District Council</b>	<b>111.24</b>	<b>129.78</b>	<b>148.32</b>	<b>166.86</b>	<b>203.94</b>	<b>241.02</b>	<b>278.10</b>	<b>333.72</b>
<b>PARISH/TOWN COUNCIL</b>								
Baddesley Clinton	131.64	153.58	175.52	197.46	241.34	285.22	329.10	394.92
Baginton	143.91	167.89	191.88	215.86	263.83	311.80	359.77	431.72
Barford, Sherbourne & Wasperton	145.50	169.75	194.00	218.25	266.75	315.25	363.75	436.50
Beausale, Haseley, Honiley & Wroxall	125.07	145.92	166.76	187.61	229.30	270.99	312.68	375.22
Bishops Tachbrook	145.11	169.30	193.48	217.67	266.04	314.41	362.78	435.34
Bubbenhall	146.88	171.36	195.84	220.32	269.28	318.24	367.20	440.64
Budbrooke	137.89	160.87	183.85	206.83	252.79	298.75	344.72	413.66
Burton Green	131.97	153.97	175.96	197.96	241.95	285.94	329.93	395.92
Bushwood	111.24	129.78	148.32	166.86	203.94	241.02	278.10	333.72
Cubbington	132.13	154.16	176.18	198.20	242.24	286.29	330.33	396.40
Eathorpe, Hunningham, Offchurch, Wappenbury	138.77	161.89	185.02	208.15	254.41	300.66	346.92	416.30
Hatton	120.93	141.09	161.24	181.40	221.71	262.02	302.33	362.80
Kenilworth	123.57	144.17	164.76	185.36	226.55	267.74	308.93	370.72
Lapworth	126.42	147.49	168.56	189.63	231.77	273.91	316.05	379.26
Royal Leamington Spa	125.93	146.92	167.91	188.90	230.88	272.86	314.83	377.80
Leek Wootton	128.29	149.68	171.06	192.44	235.20	277.97	320.73	384.88
Norton Lindsey	137.81	160.77	183.74	206.71	252.65	298.58	344.52	413.42
Old Milverton & Blackdown	133.25	155.46	177.67	199.88	244.30	288.72	333.13	399.76
Radford Semele	130.14	151.83	173.52	195.21	238.59	281.97	325.35	390.42
Rowington	136.84	159.65	182.45	205.26	250.87	296.49	342.10	410.52
Shrewley	121.73	142.01	162.30	182.59	223.17	263.74	304.32	365.18
Stoneleigh & Ashow	132.21	154.24	176.28	198.31	242.38	286.45	330.52	396.62
Warwick	133.77	156.06	178.36	200.65	245.24	289.83	334.42	401.30
Weston-under-Wetherley	150.13	175.15	200.17	225.19	275.23	325.27	375.32	450.38
Whitnash	149.61	174.54	199.48	224.41	274.28	324.15	374.02	448.82
<b>Proportion of Band D</b>	<b>6/9</b>	<b>7/9</b>	<b>8/9</b>	<b>9/9</b>	<b>11/9</b>	<b>13/9</b>	<b>15/9</b>	<b>18/9</b>

**Budget and Council Tax 2019/20**  
**District and Parish/Town Council by**  
**Band**

	<b>BAND A</b>	<b>BAND B</b>	<b>BAND C</b>	<b>BAND D</b>	<b>BAND E</b>	<b>BAND F</b>	<b>BAND G</b>	<b>BAND H</b>
<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Warwick District Council</b>	<b>111.24</b>	<b>129.78</b>	<b>148.32</b>	<b>166.86</b>	<b>203.94</b>	<b>241.02</b>	<b>278.10</b>	<b>333.72</b>
<b>PARISH/TOWN COUNCIL</b>								
Baddesley Clinton	20.40	23.80	27.20	30.60	37.40	44.20	51.00	61.20
Baginton	32.67	38.11	43.56	49.00	59.89	70.78	81.67	98.00
Barford, Sherbourne & Wasperton	34.26	39.97	45.68	51.39	62.81	74.23	85.65	102.78
Beausale, Haseley, Honiley & Wroxall	13.83	16.14	18.44	20.75	25.36	29.97	34.58	41.50
Bishops Tachbrook	33.87	39.52	45.16	50.81	62.10	73.39	84.68	101.62
Bubbenhall	35.64	41.58	47.52	53.46	65.34	77.22	89.10	106.92
Budbrooke	26.65	31.09	35.53	39.97	48.85	57.73	66.62	79.94
Burton Green	20.73	24.19	27.64	31.10	38.01	44.92	51.83	62.20
Bushwood								
Cubbington	20.89	24.38	27.86	31.34	38.30	45.27	52.23	62.68
Eathorpe, Hunningham, Offchurch, Wappenbury	27.53	32.11	36.70	41.29	50.47	59.64	68.82	82.58
Hatton	9.69	11.31	12.92	14.54	17.77	21.00	24.23	29.08
Kenilworth	12.33	14.39	16.44	18.50	22.61	26.72	30.83	37.00
Lapworth	15.18	17.71	20.24	22.77	27.83	32.89	37.95	45.54
Royal Leamington Spa	14.69	17.14	19.59	22.04	26.94	31.84	36.73	44.08
Leek Wootton	17.05	19.90	22.74	25.58	31.26	36.95	42.63	51.16
Norton Lindsey	26.57	30.99	35.42	39.85	48.71	57.56	66.42	79.70
Old Milverton & Blackdown	22.01	25.68	29.35	33.02	40.36	47.70	55.03	66.04
Radford Semele	18.90	22.05	25.20	28.35	34.65	40.95	47.25	56.70
Rowington	25.60	29.87	34.13	38.40	46.93	55.47	64.00	76.80
Shrewley	10.49	12.23	13.98	15.73	19.23	22.72	26.22	31.46
Stoneleigh & Ashow	20.97	24.46	27.96	31.45	38.44	45.43	52.42	62.90
Warwick	22.53	26.28	30.04	33.79	41.30	48.81	56.32	67.58
Weston-under-Wetherley	38.89	45.37	51.85	58.33	71.29	84.25	97.22	116.66
Whitnash	38.37	44.76	51.16	57.55	70.34	83.13	95.92	115.10
<b>Proportion of Band D</b>	<b>6/9</b>	<b>7/9</b>	<b>8/9</b>	<b>9/9</b>	<b>11/9</b>	<b>13/9</b>	<b>15/9</b>	<b>18/9</b>

**Council Tax Calculations 2019/20 Warwick District Council**  
**Including Warwickshire County Council And Warwickshire Police and Crime Commissioner**

<b>PARISH/TOWN COUNCIL</b>	<b>BAND A</b>	<b>BAND B</b>	<b>BAND C</b>	<b>BAND D</b>	<b>BAND E</b>	<b>BAND F</b>	<b>BAND G</b>	<b>BAND H</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Baddesley Clinton	1,238.17	1,444.53	1,650.89	1,857.25	2,269.97	2,682.69	3,095.42	3,714.50
Baginton	1,250.44	1,458.84	1,667.25	1,875.65	2,292.46	2,709.27	3,126.09	3,751.30
Barford, Sherbourne & Wasperton	1,252.03	1,460.70	1,669.37	1,878.04	2,295.38	2,712.72	3,130.07	3,756.08
Beausale, Haseley, Honiley & Wroxall	1,231.60	1,436.87	1,642.13	1,847.40	2,257.93	2,668.46	3,079.00	3,694.80
Bishops Tachbrook	1,251.64	1,460.25	1,668.85	1,877.46	2,294.67	2,711.88	3,129.10	3,754.92
Bubbenhall	1,253.41	1,462.31	1,671.21	1,880.11	2,297.91	2,715.71	3,133.52	3,760.22
Budbrooke	1,244.42	1,451.82	1,659.22	1,866.62	2,281.42	2,696.22	3,111.04	3,733.24
Burton Green	1,238.50	1,444.92	1,651.33	1,857.75	2,270.58	2,683.41	3,096.25	3,715.50
Bushwood	1,217.77	1,420.73	1,623.69	1,826.65	2,232.57	2,638.49	3,044.42	3,653.30
Cubbington	1,238.66	1,445.11	1,651.55	1,857.99	2,270.87	2,683.76	3,096.65	3,715.98
Eathorpe, Hunningham, Offchurch, Wappenbury	1,245.30	1,452.84	1,660.39	1,867.94	2,283.04	2,698.13	3,113.24	3,735.88
Hatton	1,227.46	1,432.04	1,636.61	1,841.19	2,250.34	2,659.49	3,068.65	3,682.38
Kenilworth	1,230.10	1,435.12	1,640.13	1,845.15	2,255.18	2,665.21	3,075.25	3,690.30
Lapworth	1,232.95	1,438.44	1,643.93	1,849.42	2,260.40	2,671.38	3,082.37	3,698.84
Royal Leamington Spa	1,232.46	1,437.87	1,643.28	1,848.69	2,259.51	2,670.33	3,081.15	3,697.38
Leek Wootton	1,234.82	1,440.63	1,646.43	1,852.23	2,263.83	2,675.44	3,087.05	3,704.46
Norton Lindsey	1,244.34	1,451.72	1,659.11	1,866.50	2,281.28	2,696.05	3,110.84	3,733.00
Old Milverton & Blackdown	1,239.78	1,446.41	1,653.04	1,859.67	2,272.93	2,686.19	3,099.45	3,719.34
Radford Semele	1,236.67	1,442.78	1,648.89	1,855.00	2,267.22	2,679.44	3,091.67	3,710.00
Rowington	1,243.37	1,450.60	1,657.82	1,865.05	2,279.50	2,693.96	3,108.42	3,730.10
Shrewley	1,228.26	1,432.96	1,637.67	1,842.38	2,251.80	2,661.21	3,070.64	3,684.76
Stoneleigh & Ashow	1,238.74	1,445.19	1,651.65	1,858.10	2,271.01	2,683.92	3,096.84	3,716.20
Warwick	1,240.30	1,447.01	1,653.73	1,860.44	2,273.87	2,687.30	3,100.74	3,720.88
Weston-under-Wetherley	1,256.66	1,466.10	1,675.54	1,884.98	2,303.86	2,722.74	3,141.64	3,769.96
Whitnash	1,256.14	1,465.49	1,674.85	1,884.20	2,302.91	2,721.62	3,140.34	3,768.40
<b>Proportion of Band D</b>	<b>6/9</b>	<b>7/9</b>	<b>8/9</b>	<b>9/9</b>	<b>11/9</b>	<b>13/9</b>	<b>15/9</b>	<b>18/9</b>

# Executive

Minutes of the meeting held on Wednesday 6 February 2019 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

**Present:** Councillors Mobbs (Leader), Butler, Coker, Phillips, Rhead, and Thompson.

**Also present:** Councillors: Boad (Liberal Democrat Group Observer), Quinney (Chair of Finance & Audit Scrutiny Committee); and Naimo (Labour Group Observer).

Apologies for absence were received from Councillors Mrs Falp, Grainger and Whiting.

## 133. **Declarations of Interest**

Minute 136 – Business Case for Extension of the Avon Navigation Scheme for Stratford (Alveston) to Warwick

Councillor Rhead declared an interest because he had a house that boarded River Avon and the matter of the Avon Canal was to be discussed, but he did not feel that was a prejudicial interest.

## 134. **Minutes**

The minutes of the meeting held on 9 January 2019 were taken as read and signed by the Chairman as a correct record.

### **Part 2**

(Items upon which a decision by the Council was not required)

## 135. **Rural / Urban Capital Improvement Scheme (RUICS) Application**

The Executive considered a report from Finance providing details of two Rural / Urban Capital Improvement Scheme grant applications:

- Warwick Tennis Club to resurface and install floodlights to court six to resolve current health & safety issues with the court surface and to increase court usage capacity by enabling later evening and weekend playing time; and
- Hill Close Gardens Trust to build an extension to the existing visitor centre to create an additional visitor's room to create further capacity for viewing their horticultural collection and for community group activities.

The Council operated a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grants recommended were in accordance with the Council's agreed scheme and would provide funding

to help the projects progress. Both projects contributed to the Council's Fit for the Future Strategy.

Warwick Tennis Club was situated in the Warwick West Ward, a recognised income deprived area. Without the club, there would be fewer opportunities for the community to enjoy and participate in sporting/physical and social activities, which could potentially result in an increase in anti-social behaviour, an increase in obesity and disengage and could weaken the community. The project would resolve current health and safety issues with court six and increase court usage capacity by enabling later evening and weekend playing time. The project would therefore increase opportunities for the community to enjoy and participate in sporting/physical activity, including children, which helped to reduce anti-social behaviour and obesity.

With regards to Hill Close Gardens Trust, the gardens were situated in the Warwick West Ward, a recognised income-deprived area. Without the gardens, there would be fewer opportunities for the community to enjoy and participate in physical, social and arts/cultural activities, which could potentially result in an increase in anti-social behaviour, an increase in obesity and disengage and weaken the community. The Trust had an overall three-phase project. Phase 1 project which the RUCIS grant would contribute towards would build an extension to the existing visitors centre, creating an external shell for an additional visitors room and with completion of the Phase 2 project to equip and fit out the new room, which had firm funding plan in place, further capacity would be created for visitors to view the horticultural collections and for community group activities, such as yoga and meditation, which would further help to reduce anti-social behaviour and obesity and engage and strengthen the community.

In terms of alternative options. the Council had only a specific capital budget to provide grants of this nature and therefore there were no alternative sources of funding if the Council was to provide funding for Rural/Urban Capital Improvement Schemes.

Members could choose not to approve the grant funding, or to vary the amount awarded.

The Executive, therefore,

**Resolved that**

- (1) a Rural/Urban Capital Improvement Grant is approved, from the urban cost centre budget for Warwick Tennis Club, of 50% of the total project costs to resurface and install floodlights to court six, as detailed within paragraphs 1.1, 3.2 and 8.1 of the report and as supported by Appendix 1 to the report, up to a maximum of £17,766 including VAT, subject to receipt of the following:

- a. written confirmation from Warwick Town Council to approve a capital grant of £1,000 (if the application is declined or a lower amount agreed, Warwick Tennis Club will increase their loan application to the Lawn Tennis Association to cover the budget shortfall);
  - b. written confirmation from the Lawn Tennis Association to approve a loan for £5,000 (this will increase to £6,000 if Warwick Town Council decline the grant application as noted above); and
  - c. written confirmation that planning permission has been granted for the installation of floodlighting (application number W/18/2224);
- (2) a Rural/Urban Capital Improvement Grant is approved from the urban cost centre budget for Hill Close Gardens Trust of 33% of the total project costs to build an extension to the existing visitor centre to create an additional visitor's room, as detailed within paragraphs 1.1, 3.2 and 8.2 of the report and as supported by Appendix 2 to the report, up to a maximum of £30,000 excluding VAT, subject to receipt of the following:
- a. written confirmation from Warwick Town Council to approve a capital grant of £5,000 (if the application is declined or a lower amount agreed, Hill Close Gardens Trust will cover the shortfall from their cash reserves which have been evidenced through provision of their annual accounts and recent bank statements).

(The Portfolio Holder for this item was Councillor Whiting)

**136. Business Case for Extension of the Avon Navigation Scheme from Stratford (Alveston) to Warwick**

The Executive considered a report from the Chief Executive presenting the outcome of the high-level assessment of the environmental and the socio-economic impacts of a scheme to extend the Avon Navigation Scheme from Stratford (Alveston) to Warwick.

At its meeting on 28 June 2017, the Executive agreed to the request from the Avon Navigation Trust (ANT) for support to look further at the

principle of the proposal for the extension of existing navigation on the River Avon from Alveston, north of Stratford to the Grand Union Canal at Warwick.

In November 2017, the Executive agreed to make a contribution towards a study covering a high-level assessment of the environmental and of the socio-economic impacts to demonstrate if there was a realistic business case. This was estimated to cost, including a contingency, £45,000. It was agreed that the cost be split three equal ways between ANT, Stratford District Council (SDC) and Warwick District Council (WDC). This would mean that WDC would have to pay £15,000. This was funded from the Community Project Reserve. SDC offered to undertake the procurement exercise. The work was tendered and Peter Brett Associates (PBA) was appointed to undertake the work.

The final reports from PBA were available online and a link was provided in the report. The key points emerging were set out in Section 8 of the report. In summary, the economic case for the scheme was not so overwhelming, given the expected capital costs and the significant environmental issues that would require further work to ensure they could be addressed adequately.

However, the proposal within the report that had merit was to work in partnership with SDC for improved public access along the river corridor between Stratford and Warwick. Here the respective costs were lower, the economic benefits more significant and the environmental consequence much less. If this could be developed along with improvements already discussed by the Executive in a report in November 2018, then it had the potential to create a significant asset for community use, as well as a significant "green" tourism opportunity for the sub region.

As an alternative, the Executive could decide not to proceed in any way at all, yet the evidence collected suggested that an improved public access to the river corridor could have a potential beneficial economic impact but a low environmental one.

The Executive could decide to continue with the Avon Navigation Scheme, but there was not sufficient economic evidence to justify that course of action and it was therefore not recommended.

Councillor Butler, the Portfolio Holder for Business, emphasised that the report made it clear that the environmental issues and the cost did not stack up and he could not support it. Councillor Butler proposed the report, with an amendment to Recommendation 2.2 in the report, to read: "That the Council works in partnership with Stratford District Council to promote and improve footpath / cycleway access along the River Avon corridor between Warwick and Stratford *only, in view of the environmental issues and capital cost of the rest of the scheme.*"



The Executive, therefore,

**Resolved** that

- (1) the study setting out a high-level assessment of environmental and the socio-economic impacts of the proposal to extend the Avon Navigation Scheme from Stratford (Alveston) to Warwick, be noted; and
- (2) the Council works in partnership with Stratford District Council to promote and improve footpath/cycleway access along the River Avon corridor between Warwick and Stratford only, in view of the environmental issues and capital cost of the rest of the scheme.

(The Portfolio Holder for this item was Councillor Butler)

**137. IT Equipment for Councillors 2019 to 2023**

The Executive considered a report from Democratic Services and ICT Services bringing forward the recommendations from the Councillor IT Working Party in respect of IT provision to Warwick District Councillors from 2019 to 2023.

Prior to the 2015 Election, officers had very clear guidance that email was the primary application for Members and that they wanted to access this on a lightweight, portable device. However, this device still needed to be large enough to read and create documents. This steered them towards a tablet and once that decision was made, there was no real choice but to provide Apple devices for two reasons: security and the availability of Apps. The mapping App and Committee papers app provided at the time were only available on iOS. The choice of Apple was also the preference of ICT's portfolio holder at the time.

The iPads currently used by Councillors were a mixture of devices, but the most prevalent model was an iPad Air WiFi & Cellular 32GB. These were purchased with an expected lifespan of four years (the duration of the Council). This was based on the evolution of technology, battery life and that Apple stopped providing software updates for older models. This was built into the IT replacement programme and budgetary provision had been made for this.

The Councillor IT Working Party had reviewed this provision ahead of the next election in May 2019 and they supported maintaining the flexibility of a mobile tablet device, recognising that many Members also had a laptop or PC at home for accessing Microsoft Office 365 if they chose to do so.

Although maintaining a tablet was the Working Party's consensus, whether that was an Android device or an Apple device was less clear cut. Nevertheless, there were a few items for consideration:

- with the loss of the mapping App, the requirement to choose Apple was removed;
- in terms of security iOS vs Android, it was still stacked heavily in Apple's favour: there was more malware aimed at Android devices, it got through more often, and security updates were slower in rolling out (not least because Google's hardware partners were involved as well as Google). Apple devices weren't invulnerable to hacking attempts, but they were much more tightly locked down, and one didn't have to worry about security quite so much. While Android security had improved, it was fair to say one needed to be a little more on your guard. Given this, and given the broad spectrum of IT capabilities of Members, some Members might feel more reassured when using an iOS device;
- anecdotally, the ICT Helpdesk did have less issues with Apple devices than Android and this was believed to be because the Apple devices were locked down tighter, whereas the Android devices tended to be re-skinned by the vendor. Again, given that Members tended to use their devices outside of the Helpdesk support hours, and that there were very few calls relating to the operation of Apple devices, Members might consider this was another benefit;
- it could also be suggested that both an iOS and Android based device were offered to Councillors, for them to choose from. However, it was most cost efficient to support a single type of device (through less training and sundries required), and the iOS platform was considered to be more intuitive when supporting a broad range of IT skills;
- in terms of price, there was a need to be very careful when comparisons were made. Clearly, one could buy some very cheap Android devices, and that was one of their benefits. However, one needed to be mindful of build quality and processor power. Therefore, depending on the Android model, iPads were not vastly more expensive.

Based on the above, the Working Party were of the view that the new device should be an iOS (Apple) based product. They then considered the size of the device to be provided, but after consideration of cost, they were of the view that the 9.7inch model provided the best value for money for the needs of Councillors. They also recognised the cost benefit in purchasing devices, which if needed, could take a sim card (i.e. to make it a cellular device), to enable Councillors to access information when they did not have a Wi-Fi connection. This would allow flexibility within other decisions that needed to be taken.

The Working Party considered in great detail the need for Councillors to be able to use their iPad and have a data connection at all times (through Wi-Fi or 4G), to enable them to work effectively. Considering the information available, including feedback from Councillors, the majority of Councillors' work was completed on a Wi-Fi network, either at home or within the

Town Hall/Riverside House. The Working Party recognised the need for Councillors to attend meetings in other venues, but that the information could be downloaded to the Council-owned device and accessed at the venue without the need for a network connection. They looked at the level of data usage by Councillors who currently had 4G access and the two key user groups were the Leader and those Councillors who worked. The Working Party recognised the need for the Leader, Portfolio Holders, Committee Chairman and Group Leaders to be in regular contact with officers over various matters and that the current budget only allowed enough for 31 Councillors to have 4G access. They therefore considered the approach outlined in recommendation 2.2 in the report was the best way forward at this time.

A significant amount of data was already available for Councillors to access via their Council device and account as set out at Appendix 1 to the report. Progress had been made in enabling further information to be accessed, for example the Intranet. In discussions with the Councillor ICT Working Party, it had been established that further areas should be investigated for making available via the mapping tool, as well as a homepage for Members to use as a sign post to various Council services such as the Constitution. These were also listed at Appendix 1 to the report and would be detailed within the 2019/20 ICT Services Digital Work Programme, considered at Minute Number 140.

The Council made its Committee papers (including the confidential ones) available to Councillors on Council devices through a secure app. The app provided the ability for annotation, in a number of ways, on any agenda by the individual Member. This was going to be promoted to all Councillors with a WDC device in January 2019, following an upgrade to the system and its server. This was with the view of the Working Party that more Councillors should be using electronic agendas instead of paper-based agendas. In doing this, it contributed to the Council being more sustainable through reducing printing and paper consumption (a cost of £4,900 per annum), but also the reduction in road miles an agenda travelled to be delivered) and reduced the cost of postage to the Council (£3,800 per annum).

With the increased information available to Members there would need to be regular support and training opportunities for Members throughout the life of the Council 2019-2023. These would be considered and built into the Member Development Programme for the future years to help Members get the most benefit from the information available to them.

There would be some residual level of value for the device and those current Councillors who either did not seek election or who were not re-elected might wish to keep the device. There might be some spare devices and it was considered appropriate these were offered to staff to buy with those interested being selected at random via a draw. It was considered that £150 would be a reasonable sum of money and this would contribute to the provision of any new iPads. The Council was content for the devices to be sold in this way, but the device would need to be reset first by the

ICT Services Team to ensure all Council data had been removed and also to remove the applications which managed the device for the Council.

It was considered that any printers that had been allocated to Councillors would now be life expired as some were nearly eight years old. Again, Councillors who either did not seek re-election or who were not re-elected might wish to keep them but this would be without charge and those who did not want to keep them could pass them to the Council for disposal, in line with the Council's Waste Electrical Equipment procedure.

The Executive had previously agreed not to provide printers to Councillors unless there was a specific personal reason for them requiring one. These cases were considered in consultation with the relevant Group Leaders. This approach did not need to change, except that decision should be taken in consultation with the Councillor ICT Working Party.

The Councillor IT Working Party had been an exceptionally useful group for resolving issues and considering both the detail/strategic issues of IT provision to Members. It was considered that this Group should continue after the election with a view to meeting more often (if necessary in a virtual setting) to not only to continue the development of IT for Members, but also to act as advocates for the technology being used.

The secure handling of data was an important area of good governance for the Council, not only the personal information Councillors handled but also the commercially sensitive information. Consideration had been given to this matter and officers were mindful that Councillors used their own devices to access Council information and also had paper copies of information with no guidance on destruction of these. The policy was being developed between the Councillor IT Working Party and the Information Governance Manager for the Council.

It was recognised that Councillors were permitted to use their own personal device to install some apps and therefore there should be no restriction in them using their Warwickshire County Council device in a similar manner if they so wished.

The Councillor IT Working Party considered a number of alternative options in respect of IT provision to Councillors.

The iPads currently provided to Councillors had a residual value on the open market of between £100 and £180, depending on the condition and warranty offered. Therefore, more money could reasonably be requested for the sale of the iPads but because these had already been recognised as surplus, it was considered the smaller price reflected the lack of a warranty offer and the condition they were in.

The working party had considered charging for the printers, however, they would be of minimal value (circa £5) and processing the payment would cost more than the income received.

An option could be to provide Councillors with an allowance to provide their own device – Bring Your Own Device (BYOD). However, this approach was fraught with a number of issues. Firstly, the Council needed to ensure that all Councillors had access to appropriate systems to undertake their role. Depending on the device chosen by the Councillor, this could not be guaranteed. Therefore, providing an approved Council device on which all proposed solutions were tested, guaranteed this. Secondly, allowing numerous devices could provide additional support demands on the ICT Service if they were required to get an application working as it was the Councillors' only device. The current approach required ICT to get the necessary functionality working on an approved Council device and ICT would use best endeavours to help Councillors to access systems from a personal device.

The Executive, therefore,

**Resolved** that

- (1) all Councillors be provided with a 9.7 inch iPad with 32GB capacity and cellular capability and note the funding of £16,500 will be from the ICT equipment renewal reserve;
- (2) mobile data for the Leader, Portfolio Holders, Committee Chairmen, Group Leaders and on the provision of a business case by the Councillor to be considered by the Councillor IT Working Party, be approved;
- (3) the information already available to Councillors electronically and the expansion of this along with additional training and support/promotion, is welcomed and noted;
- (4) printers will not be provided to Councillors unless there is a specific requirement due to a disability as defined within the Members' Allowances Scheme;
- (5) the current iPads used by Councillors (including the cases they come with) will be disposed of at a cost of £150 with them being offered to Councillors, then staff as set out in paragraph 3.10 of the report;
- (6) any Warwick District Council printers held by Councillors can be kept, at no charge, by the Councillor if they wish to keep them;
- (7) after the Warwick District Council election, the Councillor ICT Working Party is retained with membership from each of the Political Groups

on the Council plus a Member of the Executive;

- (8) the production of a data handling agreement for Councillors which supplements the current Information Security and Conduct Policy specifically for Councillors is supported Members look forward to considering this at either its March or April meeting; and
- (9) in line with agreed Policy, and so long as Warwickshire County Council are agreeable, a Councillor can install Office 365 and CMIS on their Warwickshire County Council tablet, however, this would not provide access to the intranet.

(The Portfolio Holder for this item was Councillor Mobbs)  
Forward Plan reference 851

### 138. **Local Development Scheme (LDS)**

The Executive considered a report from Development Services seeking approval for a refreshed Local Development Scheme (LDS). The LDS set out the work of the Planning Policy team over the next three years in terms of the production of planning documents, was a requirement of the Planning and Compulsory Purchase Act 2004 and was updated annually.

The adoption and publication of a Local Development Scheme was a statutory requirement of the Planning and Compulsory Purchase Act 2004, which laid out the coverage and duration of the document required. This included a provision for an annual review of the Scheme to ensure it remained relevant and up-to-date.

The Warwick District Local Plan (2011–2029) was adopted in September 2017, and as such, a revision of the LDS was required to detail the Development Plan Documents (DPD) and Supplementary Planning Documents (SPDs) that were required to support the Local Plan and add further detail for applicants and decision makers.

Much of the programme of work was driven by commitments within the recently adopted Local Plan. As well as these commitments, additional work would arise in response to either local planning issues or changes in national legislature. Where possible, these were factored into the Scheme, and a refreshed LDS was produced annually to reflect progress made and any new areas of policy being worked on.

The 2017/18 LDS was adopted by Executive in March 2017. It detailed seven SPDs to be adopted during the financial year. During the course of 2017/18 so far, three SPDs had been adopted, one had completed public consultation with a further three currently undergoing public consultation.

Due to the restrictions of purdah, it was likely that at least one of the outstanding SPDs would not be adopted prior to the summer of 2019.

Members should note that there had been alterations made to the timing of certain documents included in the LDS. The Canalside DPD had been put back to begin its consultation in the Autumn of 2019 to allow for the necessary analysis to take place in the context of the recently adopted Canal Conservation Area. Also, the Affordable Housing SPD had been put back to begin its consultation in Quarter 3 2019 in order to allow for further work to be done on housing need assessments in light of the recent standard methodology consultations.

Two new documents had been added to the LDS. Firstly, an SPD for the South of Coventry that would articulate the delivery requirements of the vision for the growth and development of the area, as per Policy DS20 and Appendix B of the Local Plan. Secondly a Development Design Framework SPD that responded to the revised NPPF's greater emphasis on quality design, as well as the best practice encapsulated in Building For Life 12.

There was also a new work stream in the LDS to review the evidence base and policy context of the Plan, in line with Policy DS19 of the Plan. Once this work had been completed, officers would be able to update Members with whether any further work was required.

There was also a statutory requirement for an Authority's Monitoring Report (AMR) to be published at least annually. The Town and Country Planning (Local Planning) (England) Regulations 2012 laid out the required content of the AMR. As agreed by Executive in March 2018, the AMR was published on the WDC website in the Autumn of 2018.

In terms of alternative options, the Council could choose not to adopt this Local Development Scheme, and instead to suggest a different range of priorities for the identified documents. However, the LDS had been developed to bring forward the right documents as swiftly and efficiently as possible. Therefore, this option had been discounted. The preparation and maintenance of an LDS was a requirement of the Planning and Compulsory Purchase Act 2004.

Councillor Naimo expressed her desire to monitor the progress made and to think of the weight that the Creative Quarter might have. She expressed her opinion that there was a need for a Town Centre development area for Royal Leamington Spa. In response, Councillor Rhead, the Portfolio Holder, confirmed that Councillor Naimo's request would be taken into account.

The Executive, therefore,

**Resolved** that

- (1) the content of the LDS attached as Appendix 1 to the report, be noted;

- (2) the adoption of the LDS and its proposals for delivery of planning documents over the forthcoming three years, be agreed; and
- (3) the Authority's Monitoring Report (AMR) was published on the Council's website in the autumn and can be found at [www.warwickdc.gov.uk/amr1718](http://www.warwickdc.gov.uk/amr1718).

(The Portfolio Holder for this item was Councillor Rhead)  
Forward Plan reference 997

**139. Delivery of St Mary's Lands Masterplan for 2019/20 and beyond, Warwick**

The Executive considered a report from the Chief Executive seeking to update progress on the delivery of the agreed Masterplan for St Mary's Lands, Warwick, thus far. The report also sought agreement to the next steps for delivery and for the appropriate funding to complete this key project for the town of Warwick and the District.

The work of the St Mary's Lands Working Party led to the adoption of a Master Plan in 2017, which set out all the projects that would enable the vision for the area to be achieved. In this past year, the most significant elements that had been completed included resurfacing of the inner perimeter track enabling improved and safer access for all, extension of the 'canter down' to enable the national cycleway to be off road, completion of the Multiple Use Games Area (MUGA) at Racing Club Warwick (RCW), improvements to the Corps of Drums premises, improvements to toilets at the Golf Course which were available for the public to use and ecological enhancements to support the area's biodiversity and wildlife.

Additionally, Hill Close Gardens, a stakeholder in the St. Mary's Lands project, had secured new lottery funding to enlarge its current visitor centre building and implement a programme of much improved interpretation at the gardens.

Alongside these improvement works, other issues had been taken forward, for example, consultation of the proposals along Bread and Meat Close for car parking and for the footpath/cycleway. Preliminary work had also continued in respect of the possible hotel, improvements to the Golf Centre and Caravan Park. RCW had gone into partnership and established an Academy and was actively looking at a 3G pitch via funding from the Football Association. Discussions had also been undertaken about character areas to help address the conflict of differing activities. Two community newsletters had also been produced and a link to the most recent one was provided in the report.

Appendix 1 to the report set out all the Master Plan proposals, their current status and the next steps where that was appropriate over the next few years. Table 1 attached to the report set out the financial



proposals which sat alongside Appendix 1. Map 1 attached to the report illustrated the respective location of each proposal.

In addition, the Executive considered a report in late November 2017 in respect of the hours of flying for model aircraft. A risk assessment and a noise assessment had been undertaken. The ecological work was commissioned but was found to be inconclusive and so the work had had to be re-commissioned over a longer survey period. The report back to the Executive would not happen until that work progressed.

In January 2019, the Executive considered a request from the Friends of St Mary's Lands for the Council to submit an application for Centenary Field status. The report concluded that only one part of the area merited an application – the Northern Enclosure on the basis that there appeared to be a link with a former building, Hill House, which had been used as a hospital for WW1 soldiers. However, further evidence had now come forward to demonstrate that Hill House and its garden were completely separate from the Northern Enclosure, meaning that the Council would not be able to justify an application for this designation. However, the Northern Enclosure would still be suitable for the designation Green for Good and that was the proposal now put forward.

The only other option the Council had was not to note progress. Similarly, not to agree for the elements of the masterplan to proceed would be a reputational risk for the Council, given the efforts that had been made to engage local groups.

There could be options of which elements of the programme should be done when, but as set out, the programme was reasonably logical and took account of the limitations that the racing season might place on when some elements could be implemented.

The Council could decide not to make any application for any designation on the northern Enclosure and that option was available to it should it so choose.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

Councillor Butler, the Portfolio Holder, was pleased that the Masterplan was successful and its benefits were starting to ring home. The Leader of the Council on behalf of the Executive thanked Councillor Butler as the Portfolio Holder, the officers and all other parties involved for their excellent work.

The Executive, therefore,

**Resolved** that

- (1) progress on delivery of the Masterplan as set out in Appendix 1 of the report to date, be noted;

- (2) the proposals for 2019/20 also as set out in Appendix 1 to the report, be agreed;
- (3) the funding for the proposals for 2019/20 totalling £257,000 as set out in Table 1 attached to the report, be agreed and be funded from the Community Projects Reserve;
- (4) the slippage of £255,000 from 2018/19 to 2019/20 as shown in Table 1 to the report, be agreed; and
- (5) the previous recommendation (January 2019) to apply for Centenary Field designation for the Northern Enclosure be changed to apply for the Going for Green designation from Fields in Trust.

(The Portfolio Holders for this item were Councillors Butler and Mrs Grainger)  
Forward Plan reference 963

#### 140. **2019/20 ICT Services Digital Work Programme**

The Executive considered a report from ICT Services seeking approval for the 2019/20 ICT Services Digital Work Programme, providing a progress update of the current programme and some of the other Digital Strategic themes, both of which were key to the office relocation project and in preparing for the migration to the new office headquarters.

The ICT and Digital Strategy 2015-19 identified five strategic themes. Digital Security naturally sits above these themes. Appendix 1 to the report contained a detailed explanation of the progress made towards the Digital Warwick theme during 2018/19 and the ongoing commitment for 2019/20. In addition, it also provided updates of the latest Digital security improvements and of the remaining four themes, including projects to support our Digital Workforce in an increasingly agile environment and in preparation for the migration to the new office headquarters.

A number of projects had been completed during 2018/19. These projects either originated from the earlier Digital Work Programmes or were subsequently identified as a high priority. A table of these projects was provided at Section 3.2.1 of the report and included Building Control Completion Certificate Self-Serve Requests, Development Control – mitigating critical data from spreadsheets, Frontline self-serve kiosks, Improved Planning Committee speaker requests etc.

A number of projects detailed in Section 3.2.2 of the report were still in progress from the 2018/19 Digital Work Programme and included: A barcode generation system for miscellaneous payments, Fly-tip Reporting, Integrating Jadu web forms with maps and automated progress updates, Lone Worker Monitoring System etc.

Several projects had been withdrawn from the 2018/19 Digital Work Programme, details of which were provided in Section 3.2.3 of the report. These included: Corporate Filed Payment Solution, Corporate Purchasing Card System, Litter Bin issue reporting etc.

Based on the learning points from the 2017/18 Digital Work Programme, the following changes were made by the ICT Application Support Team (who resourced the technical elements of this programme):

- all support calls were now routed via the ICT Service Desk;
- calls requiring ICT Application Support Team expertise were managed via a staff rota; and
- a member of the Desktop Services Team had been working closely with the ICT Application Support Team.

These changes were implemented over a period of six months and had reduced interruptions, increased resource availability and opportunities to collaborate on projects, and improved the support capability within the team. In addition, the main learning points from the 2018/19 Digital Work Programme were:

- it had continued to be challenging for Service Areas to maintain their business as usual service while also releasing the most appropriate staff to design and test their transformational solutions;
- the ICT Application Support Team's availability for development work continued to be affected by the volume and complexity of the support calls or other unplanned projects that it handled.

These learning points had been formally recognised within the Chief Executive's Office Risk Register, under the generic risk "Failure to deliver corporate strategies / initiatives" which was included in the 8 January 2019 Finance and Audit Scrutiny Committee report attached as Appendix A to the report. However, the delivery of the Digital Strategy specifically carried a 'red' risk status. As a result, the following steps would be taken:

- to reduce the burden on multiple Service Areas having to resource a range of transformational projects, the 2019/20 Digital Work Programme had been redesigned to focus on a single Service Area which had already committed sufficient resources;
- service area staff had been encouraged to make ICT Services aware at the earliest opportunity of any proposed project work so that it could be factored into the overall work programme;
- the ICT systems knowledge base was being continually improved so that more calls could be handled by the Desktop Services Team at the first point of contact, helping to reduce some escalations to the ICT Application Support Team; and
- the Neighbourhood Services projects would be developed using the Agile Development Methodology, so that the new solutions would be developed, tested and implemented, in manageable increments, in tandem with relevant back office processes.

The pace of change required to embed digital transformation across the organisation had not yet been reached for a number of reasons and this had prompted a shift in the strategic approach for the 2019/20 Digital Programme.

As mentioned in Section 3.2.6 in the report, one of the Digital Programme learning points was the burden placed on Service Areas to resource a range of different transformational projects. To reduce this burden, the 2019/20 Digital Programme would focus primarily on the high volume of public interactions currently manually handled by the Neighbourhood Services teams.

While the focus would be on Neighbourhood Services, the other service areas would use 2019/20 to think about more comprehensive service changes which would inform future Digital Programmes.

Appendix 2 contained the 2019/20 Digital Transformation Work Programme which included the new projects contained in Appendix 3 to the report.

The remaining projects had been carried forward from the 2017/18 or 2018/19 Work Programmes as a result of supplier or internal delays.

The Work Programme was based on project urgency and importance, internal staff resource / third-party availability and any anticipated procurement requirements. In addition, ICT Services resources would be impacted by a major project to migrate all our Business Applications onto new servers to maintain data security compliance standards.

A table included in Section 3.3.6 of the report summarised the anticipated customer and business benefits for each project in the 2019/20 Digital Programme. Business Cases had not been submitted as these projects would be managed using the Agile Methodology.

In addition, the Application Support Team (who resourced the Digital Programme) would also be heavily impacted by Migration of all Business Applications onto new servers, Supporting the project to procure a replacement to the Civica-APP, Supporting the project to procure new Finance Systems, Supporting the office relocation project and Project to review the ICT resources required to fulfil the ongoing Digital Programme. The business benefits of these were included in Section 3.3.7 of the report.

The Digital Programme budget currently stood at £97,800 and would be used to fund the outstanding 2017/18 and 2018/19 projects. At this stage, it was anticipated that the new 2019/20 Digital Programme projects would incur only minimal costs and therefore no additional funds were required.

To protect the funds made available for this Work Programme, each project would be subject to a detailed financial review to ensure all costs

had been identified, before agreement to release the funds was made by the s151 Officer.

In terms of alternative options, the option not to continue down the 'digital route' was discussed in the 2 December 2015 Executive Report and it was accepted that while there would always be situations when it was entirely appropriate for a customer to transact with a member of staff, many of the Council's services did not need to be delivered in this way. Continuing with the proposed Digital Transformation Programme advocated in this report would be financially efficient and would provide an improved customer experience.

The Executive, therefore,

**Resolved** that

- (1) the ongoing progress made in all areas of the Digital Strategy, including improving the digital security offering and also the return on investment made in the provision of high speed broadband services within Warwick District, with the full updated included in Appendix 1 to the report, be noted;
- (2) the progress made in 2018/19 with the ICT Services Digital Work Programme as set out in the 7 February 2018 Executive Report, including a number of learning points, be noted;
- (3) the 2019/20 ICT Services Digital Work Programme which will primarily focus on various projects to improve the public-facing, internal processes and contractor integrations provided by the teams in Neighbourhood Services, as set out in Appendix 3 to the report, be agreed;
- (4) the digital programme seeks to balance the resources available in both the front-facing service areas and in ICT Services, and a report will be submitted later in the year addressing whether further ICT resources are needed;
- (5) these projects, and any outstanding from previous years, will be funded from the existing Digital Transformation budget, which has a residual balance of £97,800;
- (6) the release of funds for this Programme will be subject to a detailed financial review of

each project's requirements and will require sign off by the s151 Officer.

(The Portfolio Holder for this item was Councillor Mobbs)  
Forward Plan reference 999

**141. Response to the LGA Corporate Peer Challenge Review Follow Up Visit 2018**

The Executive considered a report from the Chief Executive informing Members of the response to the Local Government Association (LGA) Corporate Peer Challenge Review follow up visit 2018.

The Council agreed to be part of a Peer Challenge process organised by the LGA in the summer of 2016. The outcome of that peer challenge was reported in April 2017. An action plan was agreed and as part of that plan, to help ensure and demonstrate that the Council was making progress, a follow up visit was to be undertaken. That follow up visit was made in October 2018 and the report of that visit was attached to the report, along with recommendations and a proposed action plan in response.

This work overlapped with the Investors in People assessment and there were some similar themes emerging to those emerging from the LGA peer review follow up.

The LGA offered a Peer Challenge that was free to all of its members as part of its commitment to support Sector-Led Improvement. It was one of a number of resources made available to help councils continuously improve. The peer challenge process involved a team of experienced elected Members and officers who, as peers, provided practitioner perspective and critical friend challenge to help a Council with its improvement and learning. It was a voluntary process and councils were encouraged to commission one every four to five years.

Warwick District Council had its first Peer Challenge in 2012 and a follow up visit in 2014. After a further two years, it was felt appropriate to undergo another Peer Challenge as part of the Council's ongoing commitment to continuous improvement. The Peer Challenge was held in July 2016, reported to the Executive in April 2017 and in response to the recommendations it was agreed that a follow up visit should be undertaken within 12 to 18 months. That visit was held in October 2018 and the report of that visit with its recommendations was attached at Appendix 1 to the report.

The Peer Review team made four recommendations. In response to these recommendations, an action plan had been prepared, which was attached at Appendix 2 to the report. It was considered that the proposed response to the Peer Challenge Report would help the Council to clarify and achieve its goals, expedite its key projects to delivery and achieve improved partnership working.

Overlapping time-wise and issue-wise had been the most recent Investors in People (IiP) report. That report was attached at Appendix 3 to the report. This was reported to the Employment Committee in December 2018 and an action plan in response would be prepared. Nonetheless, it was felt that given the overlaps, there was merit in this also being presented to the Executive at the same time as the LGA Peer Review follow up visit.

The most significant issue arising was that within the approach of the Council seeking continuous improvement and not being complacent about how and what it did, that as part of its intention of being a high performing organisation it needed to update its performance management approach. To this end, Senior Officers were considering in a facilitated way what this might mean for the organisation and the way it was managed.

In terms of alternative options, the Council could decide not to agree the proposed action plan or indeed any action plan, but this option had been rejected as the Council sought the review follow up visit in the first place as part of its own commitment to continuous improvement and not to agree any actions to the recommendations would therefore be perverse.

The Council could decide alternative action in response to particular actions and, whilst that was for the Council to consider what they might be, they were not easily to identify.

Councillor Mobbs, Leader of the Executive, commented that he had found the process beneficial because it promoted thinking. He proposed the report, with a correction to Appendix 2, page 12 of the report, 1a to read "Training / facilitated briefing workshop *Dec 2018 and Jan 2019*".

The Executive, therefore,

**Resolved** that

- (1) the LGA Peer Challenge follow up visit report at Appendix 1 to the report, be noted;
- (2) the Action Plan attached as Appendix 2 to the report, developed in response to the key recommendations of the LGA Peer Challenge follow up visit, be agreed; and
- (3) the Investors in People (IiP) report at Appendix 3 to the report and an action plan in response will be considered by the Employment Committee, be noted.

(The Portfolio Holder for this item was Councillor Mobbs)

## **Part 1**

(Items upon which a decision by the Council was required)

### **142. Treasury Management Strategy 2019//20**

The Executive considered a report from Finance detailing the strategy that the Council would follow in carrying out its treasury management activities in 2019/20.

The Council's treasury management operations were governed by various Treasury Management Practices (TMP's), the production of which was a requirement of the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management code and which had to be explicitly followed by officers engaged in treasury management. These had previously been reported to the Executive. There had been a few changes to various Treasury Management Practices (TMP's) as follows:

#### **TMP 1 - Risk Management**

- Paragraph 2.1(a,d,e) – changes in minimum sovereign country rating for counterparties residing outside the United Kingdom from “at least equal to the UK's” to “minimum sovereign rating of AA-”. This had been recommended by Link, the Council's treasury advisers, to help mitigate any potential adverse effects of Brexit in terms of a downgrade to the UK's sovereign credit rating on the Council's ability to invest its funds. Additional details were provided in paragraph 1.4 of Appendix B to the report.
- Paragraph 2.1(k,l) - redefinition of Constant Net Asset Value Money Market Funds to Government Debt Constant Net Asset Value Money Market Funds and introduction of Low Volatility Net Asset Value Money Market Funds following reform of European Money Market Funds.
- Paragraph 2.2 – increase in counterparty limits as outlined in paragraph 2.7 of Appendix B to the report.

#### **TMP 4 - Approved Investments, Methods and Techniques**

- Paragraph 2.1(j) – changed to reflect the new definition of Money Market Funds as per TMP 1 above.

#### **TMP 11 - Use of External Service Providers**

- Paragraph 1.3 (h) - changed to reflect the new definition of Money Market Funds as per TMP 1 above.
- Paragraph 2.1 – updated to reflect change of treasury advisers name from Capita – Treasury Solutions Ltd to Link Asset Services.

Finally, the various TMP's had been updated throughout to reflect:

- the new definition of a short term investment as outlined in the 2018 Investment Guidance issued by MHCLG i.e. one that was 365 days or less; and



- the change of name from Department of Communities and Local Government (DCLG) to Ministry of Housing, Communities and Local Government (MHCLG).

Under CIPFA's updated Treasury Management in Public Services Code of Practice, the Council continued to be required to have an approved Treasury Management Strategy, within which its Treasury Management operations could be carried out. The proposed Strategy for 2019/20 was included as Appendix A to the report.

This Council had regard to the Government's Guidance on Local Government Investments. The guidance stated that an Annual Investment Strategy had to be produced in advance of the year to which it related and had to be approved by full Council. The Strategy could be amended at any time and had to be made available to the public. The Annual Investment Strategy for 2019/20 was shown as Appendix B to the report. Increasing cash balances and the potential consequences of a disorderly Brexit made it necessary to consider increasing certain counterparty limits and amending the minimum country sovereign credit rating. It had increasingly become the case that UK branches of non UK domiciled banks were sending deposits raised in the UK back to their home countries, hence the recommendation to amend "UK Private Banks" to "Private Banks" in order to avoid losing valuable counterparties. It was not considered that this posed any significant threat to the security of the Council's investments in such banks.

The Council had to make provision for the repayment of its outstanding long term debt and other forms of long term borrowing such as Finance Leases. Statutory guidance issued by Communities and Local Government (CLG) required that a statement on the Council's policy for its annual Minimum Revenue Provision (MRP) should be submitted to full Council for approval before the start of the financial year to which it related and this was contained in Appendix C to the report.

The Prudential Code for Capital Finance in Local Authorities which was last revised in 2018 introduced new requirements for the manner in which capital spending plans were to be considered and approved and, in conjunction with this, the development of an integrated treasury management strategy. The Prudential Code required the Council to set a number of Prudential Indicators and the report therefore incorporated within Appendix D to the report the indicators to which regard should be given when determining the Council's treasury management strategy for the next three financial years.

An alternative to the strategy being proposed for 2019/20 would be not to alter the current counterparty limits, the minimum sovereign rating and to continue to restrict investments in non UK domiciled banks to UK branches where the funds were not transferred back to the banks' home country. However, this would risk the Council running out of acceptably credit rated counterparties and possibly having to lower its minimum credit ratings below that which it felt comfortable with.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

The Executive, therefore,

**Resolved** that the changes to the various Treasury Management Practices as detailed in paragraph 3.1 of the report, be noted; and

**Recommended** to Council that

- (1) the Treasury Management Strategy for 2019/20 as outlined in paragraph 3.2 of the report and contained in Appendix A to the report, be approved;
- (2) the 2019/20 Annual Investment Strategy as outlined in paragraph 3.3 of the report and contained in Appendix B to the report be approved, including the following changes:
  - a. that as per paragraph 1.4 of Appendix B and Annex 2 to Appendix B, the minimum sovereign country rating in respect of investments in counterparties residing outside the United Kingdom be amended from "at least the equivalent of the UK" to a minimum of AA- and that no UK sovereign rating applies to UK domiciled counterparties; and
  - b. the current counterparty limits are increased to those shown in paragraph 2.7 of Appendix B and Annex 2 to Appendix B, and that the condition currently restricting investments in banks to those domiciled in the UK be removed for the reasons outlined in paragraph 2.8 of Appendix B to the report;
- (3) the Minimum Revenue Provision Policy Statement as outlined in paragraph 3.4 of the report and contained in paragraphs 5.1 to 5.4 of Appendix C to the report be approved; and
- (4) the Prudential Indicators as outlined paragraph 3.5 of the report and contained in Appendix D to the report be approved.

(The Portfolio Holder for this item was Councillor Whiting)  
Forward Plan reference 972

**143. Housing Revenue Account (HRA) Budget 2019/20 and Housing Rents**

The Executive considered a report from Finance and Housing presenting to Members the latest Housing Revenue Account (HRA) budgets in respect of 2018/19 and 2019/20.

The information contained within the report made the recommendations to Council in respect of setting next year's budgets, the proposed changes to council tenant housing rents, garage rents and other charges for 2019/20.

In July 2015, the Government announced that with effect from April 2016, the rents charged for existing tenants by local authority housing landlords should be reduced by 1% per year, for four years. 2019/20 would be the final year of this reduction.

The 1% rent reduction per annum also applied to supported housing, with 2019/20 being the final year of this reduction.

Specialised supporting housing would remain exempt from this policy for mutual / co-operatives, Alms houses and Community Land Trusts and refuges. However, this Council did not currently have any housing which met these criteria.

From April 2020, a new policy would come into effect, with Councils allowed to increase rents by Consumer Price Index (CPI) (at September) plus 1% per annum.

For new tenancies, landlords were permitted to set the base rent as the Target Social Rent (also known as Formula Rent). In Warwick District's case, this represented a small increase over the social rent charged for tenanted properties and was projected to increase rental income by around £6000 in 2019/20. These tenancies would then be subject to agreed rental policy to comply with the Welfare Reform and Work Bill 2016.

The only exception would be in respect of properties at Sayer Court, Royal Leamington Spa, where the Council had previously approved that tenancies within the new development would be let at Warwick Affordable Rent Levels. Whilst the 1% rent decrease would apply to existing tenants for the coming year, new tenancies established during 2019/20 would be charged at the full Warwick Affordable Rent Value.

Details of all current rents and those proposed as a result of these recommendations were set out in Appendix 1 to the report. A comparison of the Council's social rents with affordable and market rents was set out in Appendix 2 to the report.

The recommendations ensured that the Council was operating in compliance with national policy and guidance on the setting of rents for General Needs and Supported Housing properties.

With regards to Shared Ownership during 2015, the Council took ownership of 15 shared ownership dwellings at Great Field Drive in Southwest Warwick.

Shared owners were required to pay rent on the proportion of their home which they did not own. The shared ownership properties' rent increases were not governed by national Policy.

The Council adopted the Homes and Communities Agency (HCA) template lease agreement which included a schedule on rent review. Schedule 4 of the lease agreement determined that the rent would be increased by RPI + 0.5% from April 2019.

Garage rent increases were not governed by national guidance. Any increase that reflected costs of the service, demand, market conditions and the potential for income generation could be considered. The HRA Business Plan base assumption was that garage rents would increase in line with inflation. However, the Council did not have a formal policy for the setting of rents for garages in place.

There were waiting lists for a number of garage sites, whilst other sites had far lower demand; where appropriate, these sites were being considered for future redevelopment as part of the overall garage strategy for the future.

Two different rent charges applied to garages, depending upon whether the renter was an existing Warwick District Council tenant or not. There were also parking spaces and cycle sheds which were charged for.

Market Research showed that in the private sector, garages were being marketed in the District for on average £80 per month (valuations last reviewed January 2016). The average monthly rent for a Council garage was currently £33.50.

Consideration had been made of the level of increase that could be applied to the garages. Unlike housing rents, there was no requirement to reduce garage rents and therefore the proposal was to increase rents to include inflation and a modest rent rise. Last year, Members approved a £4 rise in garage rents and it was proposed to adopt the same approach this year, with an increase of £4 per month being recommended across all chargeable areas.

The location of many of the garage sites and quality of the land, landscape and garage condition constrained the levels of rent that could reasonably be achieved. It was considered that many sites required investment to improve their condition, provide greater community benefits, extend the life or accommodate the development of additional affordable housing. The Housing Service had started a review of garage sites to determine their optimum potential as an asset of the HRA. Most sites would simply require some form of fairly modest improvement, such as to rooves or to the hardstanding. Others might require more significant work or might benefit from a more strategic redesign and realignment with

contemporary expectations. In addition, the garages and external areas at key high rise sites such as at The Crest were in need of some redesign and modernisation. The proposal was to undertake a detailed redesign of the external environments at the high rise blocks and to detail the requirements for improving sites as they were discounted for their potential for new development. The recommendation of a budget of up to £100k would enable this work to be taken forward.

Any additional income generated for the service would help to alleviate the loss of rental income from dwellings and ensure the continuous viability of the Housing Revenue Account Business Plan.

Should Members approve the recommendation, projected income for 2019/20 would increase by a net £84,000 compared to 2018/19.

Alongside the rent increase, a review of garage voids had indicated that on average, 15% of the total garage stock was void throughout the year, worth £125,000 in potential income. The proposed work to review each site had the potential to reduce the level of voids and possibly to attract additional income.

For tenants, most garage rents would increase by 92p per week (£4 per month), from £7.99 to £8.91. Non-tenants also paid VAT on the charge, so it would increase by £1.10 per week, from £9.59 to £10.69.

With regards to the HRA budgets, the Council was required to set a budget for the HRA each year, approving the level of rents and other charges that were levied. The Executive made recommendations to Council that took into account the base budgets for the HRA and current Government guidance on national rent policy.

The dwelling rents had been adjusted to take account of the loss of rent resulting from actual and anticipated changes in property numbers for 2018/19 and 2019/20. This included additional rental income from the five new build properties at Cloister Way which were due to be purchased and subsequently let to tenants, and changes based on the number of Right-To-Buy sales in 2018/19, and those forecasted for 2019/20.

Shared ownership property rents would increase by RPI + 0.5% in accordance with the terms of the lease. As at November 2018, RPI was 3.2%, therefore the income budget had been increased by £2,700.

The garages rental income budget had been increased by £33,100 to take into account the £4 per month increase in charges for 2019/20 and current level of voids.

Full details of the Budget would be included within the Budget Book which would be available to Members ahead of Budget / Rents Setting by Council, a summary of which was provided in Appendix 3 to the report.

The Housing Investment Programme was presented as part of the separate February 2019 report 'General Fund 2019/20 Budget and Council Tax' (Ref 969).

The recommendations would enable the proposed latest Housing Investment Programme to be carried out and contribute available resources to the HRA Capital Investment Reserve for future development whilst maintaining a minimum working balance on the HRA of at least £1.5m in line with Council policy.

In terms of alternative options for garage rents, the Council had discretion over the setting of garage rents. Each 1% change in garage rents resulted in an increase or decrease of potential income of around £6,900 per year.

It would be possible to set Garage rents higher than those proposed to maximise income. However, significantly higher rents might make garages harder to let and therefore reduce income. Similarly, rents could also be reduced, but this would reduce income to the HRA Budget when it was needed.

The Council did have the discretion to decrease dwellings rents for existing tenants by more than the 1% prescribed. However, this would reduce the level of income for the HRA, which in turn could impact upon the viability of future projects.

The Council did not have the discretion to change the rent schedule for existing shared ownership dwellings, which was determined by the existing terms of the lease.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

The Portfolio Holder, Councillor Phillips, proposed the report with a correction to Recommendation 2.1 to read "be reduced by 1% *for 2019/20*", not 2018/19.

The Executive, therefore,

**Recommended** to Council that

- (1) rents for all tenanted dwellings (excluding shared ownership) be reduced by 1% for 2019/20;
- (2) HRA dwelling rents for all new tenancies created in 2019/20 be set at Target Social (Formula) Rent, or at Warwick Affordable rent for Sayer Court properties;
- (3) shared ownership rents are increased by RPI plus 0.5% in line with the lease agreement, be noted;

- (4) garage rents for 2019/20 be increased by £4 per month;
- (5) a budget of £100k be set aside to support the delivery of improvements to the HRA garage sites and to environmental improvements at the high rise schemes; and
- (6) the latest 2018/19 and 2019/20 Housing Revenue Account (HRA) budgets as detailed in Appendix 3 to the report, be agreed.

(The Portfolio Holder for this item was Councillor Phillips)  
Forward Plan reference 971

#### 144. **Election of Chairman and Vice-Chairman of the Council 2019/20**

In accordance with Procedure Rules, Councillor Illingworth was recommended to be elected as the Chairman and Councillor Ashford was recommended to be elected as the Vice-Chairman of the Council for 2019/20.

The Executive, therefore,

**Recommended** to Council that

- (1) Councillor Illingworth be elected as the Chairman of the Council for 2019/20; and
- (2) Councillor Ashford be elected as the Vice-Chairman of the Council for 2019/20.

#### 145. **2019/20 General Fund Budget and Council Tax**

The Executive considered a report from Finance informing Members of the Council's financial position, bringing together the latest and original Budgets for 2018/19 and 2019/20, and the Medium Term Forecasts until 2023/24. In doing so, it advised upon the net deficit from 2023/24 and the savings required to balance future years' budgets.

The report would be presented to Council, alongside a separate report recommending the overall Council Tax Charges 2019/20 for Warwick District Council.

Despite significant cuts in Government Funding, the Council had been able to set a balanced budget for 2019/20 without having to reduce the services it provided. This had been the case for many years as a result of the Fit for the Future Programme it had adopted. It had not had to rely on New Homes Bonus to support core revenue spending and had been able to allocate this funding to project work and replenish reserves. Alongside this, the Council had achieved a surplus on its 2018/19 budget. However,

the Council's financial projections showed that further savings needed to be secured from 2020/21 onwards.

By law, the Council had to set a balanced budget before the beginning of the financial year. It had to levy a council tax from its local tax payers to meet the gap between expenditure and resources available.

It was prudent to consider the medium term rather than just the next financial year, taking into account the longer term implications of decisions in respect of 2019/20. Hence, Members received a five-year Financial Strategy, Capital Programme and Reserves Schedule.

The Local Government Act 2004, Section 3, stated that the Council had to set an authorised borrowing limit. The Chartered Institute of Public Finance and Accountancy (CIPFA) Code for Capital Finance in Local Authorities stated the Council should annually approve Prudential Indicators.

The Chief Financial Officer was required to report on the robustness of the estimates made and the adequacy of the proposed financial reserves. This statement was attached at Appendix 1 to the report.

Within the Base Budget report considered by the Executive in January 2019, the 2018/19 Budget was showing a surplus of £3,800. These figures had now been updated, with the most notable changes being:

- reduction in interest on borrowing reduced to reflect use of internal borrowing to fund leisure centre project rather than use external borrowing. As a consequence of this, the Council was receiving reduced investment receipts. Net benefit to General Fund £125,000;
- the legal fees in respect of the Compulsory Purchase Order agreed by Executive in November 2018 of £30,000 had been included within the budget financed from the Contingency Budget;
- planning income was estimated to exceed the current estimate of £1.5m by £200,000. This would be offset by the allocation required to the Planning Investment Reserve in respect of the 20% fee increase (£31,700) and an additional £33,300 expenditure required on consultants as a consequence of the increase in applications (£33,300)
- street naming and numbering – income projected to be £22,000 below budget;
- homelessness disbursements – projected to be £30,000 over budget;
- valuation advice – extra £10,800.

The projected 2018/19 budget now showed a projected surplus of £138,000, the treatment of which was considered in Section 3.13 in the report.



The Base Budget report showed that the 2019/20 Budget had an estimated surplus of £19,100. The following notable changes had subsequently been made to this base budget:

- additional Planning fees income, net of the 20% increase due to go to the Planning Investment Reserve £116,600;
- Community Infrastructure Levy administration "top slice", £60,000 income, to be included within 2019/20 S123 list;
- advertising income – an additional £100,000 was previously included in the budget. More detailed scrutiny of the potential sites suggested this should more realistically be reduced to £15,000 for 2019/20 and £27,000 in subsequent years, so impacting upon the Medium Term Financial Strategy;
- the savings from the proposed local lottery of £30,000 had been removed from the 2019/20 Budget and were forecasted to start from 2020/21. This would be subject to a future Executive report;
- Performance Management – following the recent Peer Challenge, £30,000 had been provided as support to CMT;
- Pay Award and auto enrolment – The 2019/20 pay award had been agreed. This provided for an overall increase of 2% and extra enhancements for lower grades due to the impact of the National Living Wage. This was coming in below the sum previously allowed for, so enabling £98,000 to be released back to the General Fund. In addition, the impact of the Auto Enrolment was costing less, £31,900;
- the borrowing for the recent leisure centre improvements was now assumed to take place mid 2019/20. The net impact on the debt cost and investment interest was estimated to be £134,000; and
- increased postage costs £10,500.

The projected Collection Fund Balance as at 31 March 2019 had been calculated to be a surplus of £1,320,500. This reflected the increased growth in new domestic properties in the District and the resultant increased tax base. Warwickshire County Council and the Warwickshire Police and Crime Commissioner were duly notified of their shares on 15 January 2019. This Council's share was £143,000 which had been factored into the 2019/20 Budget as a one-off item.

Taking into account all known changes, the 2019/20 budget showed a surplus of £99,000. As previously mentioned, the treatment of this was considered in section 3.13 of the report.

The Government announced the provisional 2019/20 Finance Settlement in December. The Final settlement was expected to be confirmed soon, ahead of the Council being due to agree its 2019/20 Budget and Council Tax in February. No changes were expected to the Final Settlement, but Members would be duly informed if necessary.

As previously announced as part of the four-year Spending Settlement (2016/17 to 2019/20), this Council would not be receiving any Revenue Support Grant for 2019/20.

Members were reminded that earlier Government figures for 2019/20 included "Tariff Adjustments", which would reduce the Council's element of retained Business Rates. These adjustments were widely seen as being "Negative Revenue Support Grant" (Negative RSG). For Warwick District Council, the adjustment was to amount to a further reduction in funding for 2019/20 of £237k. Nationally, the Tariff Adjustments came to £153m. As expected, as part of the provisional settlement, the Government had announced additional funding to remove the Negative RSG. The Council's financial projections had already allowed for this change. With Revenue Support Grant no longer existing from 2020/21, this adjustment was expected to be subsumed within the 2020/21 Settlement figures for Business Rate Retention, as detailed in Section 3.5 of the report.

The Provisional Settlement also included an additional £180 million for local authorities which was funded from the surplus on the Business Rate Retention levy/safety net account. This authority's share was £52,000, which represented a one-off increase to the Council's resources for 2019/20. In line with other changes in business rate income, this would be allocated initially to the Business Rate Retention Volatility Reserve.

Projecting the Council's element of Business Rate Retention continued to present difficulties. The problems involved in forecasting this were detailed in Section 3.5 of the report.

Appeals – there were still many appeals awaiting determination by the Valuation Office. An assessment of the success of these needed to be made and suitable provision had been allowed for within the estimated figures. Whilst it was hoped that this figure was suitably prudent, given the size and nature of some of the appeals, there remained a risk. April 2017 saw the introduction of the new "Check, Challenge, Appeal" regime seeking to expedite appeals and deter speculative appeals. Following previous revaluations, backdated appeals continued to be lodged for several years. The number of new appeals coming forward since April 2017 was minimal. However, it was still expected that a significant number of appeals would come forward in subsequent years that would be backdated to 2017. It was necessary for an estimate of these future appeals to be allowed for in the 2018/19 and 2019/20 Estimates.

From 2020/21, the existing Baselines within the Business Rate Retention would be re-set. This would reflect the spending needs of individual local authorities (as to be determined by the Fair Funding Review currently ongoing, for which consultation responses were sought by February 2019). The review would also reflect the updated business rate bases of local authorities. It remained to be seen what growth in the local business rate base since 2013/14 would be allowed to be retained by local authorities.

75% Business Rates Retention – The original intention was to move to a 100% scheme from 2019/20. Due to limited Government time to consider this matter, it was now proposed that a scheme based around 75% retention would be brought in in 2020/21, using existing Regulations, without the need to introduce new legislation. A Government consultation

document had been issued, for which responses were requested by February 2019.

As with all local authorities, 2020/21 represented a significant risk to the Council's finances with the intended changes to Business Rate Retention. If the Council's share of Business Rates returned to the Baseline, this would represent a potential reduction of over £1m in funding. The Medium Term Financial Strategy (MTFS) allowed for a reduction in funding back to the Baseline. However, this was being mitigated by the use of approximately £600k from the Business Rate Retention Volatility Reserve from 2020/21. The use of the reserve at this level would not be sustainable indefinitely based on current assumptions.

Whilst the estimates from 2020/21 were very uncertain, many local authorities would be severely impacted, potentially many far greater than Warwick District Council, due to the significant growth in their Business Rates base since 2013/14. With potentially substantial swings in local government funding, it was likely that some sort of safety net would need to be allowed for so as to give authorities time to manage large swings in their funding. The future information and figures from the Government would continue to be monitored, with the impact included in the Council's MTFS.

Volatility - Largely due to the regulations governing the accounting arrangements for business rates retention, there could be substantial volatility between years in the amount of retained business rates credited to the General Fund. Consequently, it was necessary to maintain a Volatility Reserve to "smooth" the year on year sums received.

For 2019/20, the net Business Rates Retention to the General Fund (the Council's share of Business Rates, +/- contribution from/to the Business Rates Retention Volatility Reserve) had been increased to £4.532m. This was believed to still be a prudent estimate. The NNDR1 form, which estimated the business rates for 2019/20, was still being finalised. This would produce some of the final figures that fed into the Business Rates Retention income for the Council for the year. It was not expected that there would be any great variation in the NNDR1 and what had been allowed in the proposed Budget. However, should there be any variation, this would be accommodated within the Business Rate Volatility Reserve.

The Executive agreed in the Autumn that the Council would apply to be part of the proposed Warwickshire 75% Business Rates Retention Pooling Pilot for 2019/20. It was understood that there were many applications to be Pilot Pools, of which 15 were accepted. The Warwickshire application was not successful. Therefore, the Council should continue to be a member of the Coventry and Warwickshire Pool for 2019/20 under the current 50% Business Rate Retention scheme.

The Business Rates Retention figures within the MTFS were believed to be reasonably prudent, taking into account all the above factors. These figures would continue to be reviewed and Members would be informed of changes as the MTFS was presented in future reports.

As announced within the Provisional Local Government Finance Settlement, District Councils could increase their share of the Council Tax by the greater of up to 3% and £5 without triggering a referendum. This was in line with the 2018/19 limits.

The national average council tax for district councils was £180.67, and £223.48 including parish/town council precepts. This Council's council tax charge for 2018/19 was £161.86 (excluding parish and town council precepts). This Council's charge was in the second lowest quartile and when Town and Parish Precepts were included, it fell within the lowest quartile.

The Council Tax Base was calculated in November of last year, with the Council's preceptors being notified accordingly. As reported to Members in November 2018 within the Q2 Budget Review Report, the Tax Base for 2019/20 was £55,577.17 Band D Equivalents. This was an increase of over 1,000 properties to the figures previously factored into the Financial Strategy for 2019/20. The increased forecast growth in the tax base had been factored into the MTFS. This clearly impacted upon the Council's estimated council tax income.

The Council's element of the Council Tax was calculated by taking its total budget requirement, subtracting the total funding from Central Government in respect of Revenue Support Grant (RSG), now zero, and Retained Business Rates (details of which were included in Sections 3.4 and 3.5 of the report). This figure was divided by the 2019/20 tax base to derive the District Council Band D Council Tax Charge.

The recommendations within the report produced a Band D Council Tax for Warwick District (excluding parish/town council precepts) for 2019/20 of £166.86, this being a £5 increase on that of 2018/19. Based on this increase, the District's element of the Council Tax for each of the respective bands would be:

	£
Band A	111.24
Band B	129.78
Band C	148.32
Band D	166.86
Band E	203.94
Band F	241.02
Band G	278.10
Band H	333.72

A £5 increase in council tax would generate an additional £278,000 in 2019/20. Maintaining increases of this magnitude up to 2023/24 would generate an additional £1.5m. This had been included within the projections in the Medium Term Financial Strategy (Section 3.8 of the report). It was important that the Council continued to maintain this income base into future years. Costs would continue to face inflationary increases. In addition, there remained threats to the Council's other income streams, most notably its share of Business Rate Retention.

Parish and town councils throughout the district were asked to submit their precepts for 2019/20 when informed of their Tax Bases. At the time of writing the report, not all precepts had been confirmed. It was estimated that the precepts would total just over £1,500,000 based on prior years.

In the Provisional Finance Settlement, the Government had announced it would continue to defer the setting of referendum principles for town and parish councils, on the conditions that:

- the sector continued to take all available steps to mitigate the need for council tax increases, including the use of reserves where they were not already earmarked for other uses or for "invest to save" projects which would lower ongoing costs; and
- the Government seeing clear evidence of restraint in the increases set by the sector.

The Government said it would keep this area under active review.

The Council Tax was set by aggregating the council tax levels calculated by the major precepting authorities (the County Council and the Police and Crime Commissioner) and the parish/town councils for their purposes with those for this Council. The report to the Council Meeting on 20 February 2019 would provide all the required details. This would be e-mailed to all Members as soon as possible following the Police and Crime Commissioner and Warwickshire County Council meetings, which were both due to be held on 6 February. At the time of writing the report, it was assumed that all the Town/Parish Precepts would have been returned. The Council would then be in a position to:

- (a) consider the recommendations from the Executive as to the Council Tax for district purposes; and
- (b) formally set the amount of the council tax for each Parish/Town, and within those areas for each tax band, under Section 30 of the 1992 Local Government Finance Act.

Members were reminded of their fiduciary duty to the Council Taxpayers of Warwick District Council. Members had a duty to seek to ensure that the Council acted lawfully. They were under an obligation to produce a balanced budget and should not knowingly budget for a deficit. Members should not come to a decision that no reasonable authority could come to,

balancing the nature, quality and level of services that they considered should be provided, against the costs of providing such services.

Should Members wish to propose additions or reductions to the budget, on which no information was given in the report, they had to present sufficient information on the justification for and consequences of their proposals to enable the Executive (or the Council) to arrive at a reasonable decision. The report set out relevant considerations for Members to bear in mind during their deliberations, including the statement at Appendix 1 to the report from the Chief Financial Officer.

Section 106 of the Local Government Finance Act 1992 stated that any Member who had not paid their Council Tax or any instalment for at least two months after it became due and which remained unpaid at the time of the meeting, had to declare that at the meeting and not vote on any matter relating to setting the budget or making of the Council Tax and related calculations.

This Council's New Homes Bonus (NHB) for 2019/20 was £3,359k. This was an increase from the £2,482k awarded for 2018/19.

The NHB calculations were still based on the following parameters:

- since 2018/19 funding was based on four years (this previously being six years);
- the baseline of 0.4% had continued for 2019/20. New Homes Bonus was only awarded on growth above this level. There was the possibility that the baseline was to be increased, this remained a risk for the future. For Warwick District Council, for 2019/20 the 0.4% baseline represented 253 dwellings. With the total growth of 1,157 Band D properties, the 2019/20 allocation was based on 904 properties. The baseline was reducing the New Homes Bonus 2019/20 allocation by £423,000.

To date, this Council had used the money to fund various schemes and initiatives and replenish some of its Reserves, and unlike many local authorities, had not used NHB to support core services. It continued to be the Council's policy to exclude NHB in projecting future funding.

As in previous years, Waterloo Housing would receive part of this allocation from their agreement with the Council to deliver affordable Housing in the District. £146,166 was due to be paid to Waterloo Housing in 2019/20. Section 3.13 of the report detailed how it was proposed to allocate the Residual Balance for 2019/20.

When Members approved the 2018/19 Budget in February 2018, the Medium Term Financial Strategy showed that the Council would be in deficit by some £699,000 by 2022/23, as depicted below.

	<b>2019/20</b> <b>£'000</b>	<b>2020/21</b> <b>£'000</b>	<b>2021/22</b> <b>£'000</b>	<b>2022/23</b> <b>£'000</b>
Deficit-Savings Required(+)/Surplus(-) future years	607	81	929	699
Change on previous year	607	-526	848	-230

Since then, Members had received later projections in the quarterly Budget Review Reports in August and November of this year. These Reports had highlighted any major changes.

One of the most significant changes between the forecasts presented to Members in February of each year was always the impact of rolling the forecasts forward a further year. Whilst there was additional income from an increased Taxbase and the Band D charge, alongside the growth in the Leisure Concessions Contract, this was more than offset by inflation and other unavoidable commitments such as pensions. By adding 2023/24 to the prediction in the table above, the savings required increased by some £0.5 million before adding any new developments.

There had been many changes to staffing budgets during the year which had already been reported to Members, the most significant of these being restructure of the Assets Team, £81,000, Finance changes, £88,000, making the Car Parks Project Manager permanent, £49,000 and changes within the Bereavement Service, £40,000.

Income to the Council would increase more than that forecast in February 2018. The most notable sources of this were £224,000 from the growth in the Tax Base in 2019/20 and £145,000 Fees and Charges Income above the 2% factored in. In addition, the increase in planning fees, discussed in paragraph 3.3.1 of the report, £116,600 had also been included as a recurring item into future years.

As part of the 2019/20 Budget Setting Process, it was established that two budgets were inadequate to fund unavoidable Costs. The Repairs and Maintenance Programme had been increased by £96,000 and the net cost of Housing Benefit Subsidy by £97,000.

The following savings had been re-profiled to reflect more likely timeframes:

- Office Relocation £300,000 saving forecast to start January 2022 (nine-month delay);
- Town Hall saving £85,000 saving forecast to start April 2022 (nine-month delay); and
- Local Lottery £30,000 saving forecast to start April 2020 (as detailed in paragraph 3.3.1 of the report).

Taking into account the above changes, the savings to be found within the Medium Term Financial Strategy were:

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Deficit-Savings Required(+)/Surplus(-) future years	330	1,025	456	574
Change on previous year	330	695	-569	118

Appendix 5 to the report showed the summary pages from the MTFs. The further detailed pages were intended to be available ahead of this report being considered by Members, and would be included in the Budget Book which would be available before the 20 February 2019 Council meeting.

The profile of the increased savings included the anticipated increased costs when some of the contracts were re-let to commence April 2021. From 2022/23 the savings to be found reduced as the savings relating to the office re-location, Town Hall and Senior Management review were due to commence.

A Fit For the Future report was due to be brought to the Executive in July 2019 which would detail progress on savings and other projects currently being worked upon. In addition, it would include proposals for further savings or income generation.

As discussed in section 3.5 of the report, the level of savings to be made was very much dependant on the income that the Council received from Business Rate Retention. From 2020/21, prudent assumptions had been made as to what the level of this income would be. The financial projections would be updated as more information was available about the likely level of future business rate income.

Members agreed that £1.5m should be the minimum level for the core General Fund Balance. This balance supported the Council for future unforeseen demands upon its resources. In order to consider a reasonable level of general reserves, a risk assessment had been done and was contained at Appendix 4 to the report. This showed the requirement for the General Fund balance of over £1.5 million against the risks identified.

The General Fund had many specific Earmarked Reserves. These were attached at Appendix 5 to the report, showing the actual and projected balances from April 2018, along with the purposes for which each reserve was held. Finance and Audit Scrutiny Committee was especially asked to scrutinise this element and pass comment to Executive.

Those reserves which showed a significant change in the overall balance in the period 1 April 2018 to 31 March 2023 were detailed in Section 3.9.3 of the report and also shown in Appendix 5 to the report. They included: Business Rates Volatility Reserve, Car Parking Repairs and Maintenance



Reserve, Community Projects Reserve, Corporate Asset Reserve, ICT Replacement Reserve, Equipment Renewal, Homelessness Reserve etc.

There were various small reserves which, for one reason or another, it was appropriate to close at the end of 2018/19 and transfer the balances to other reserves. The proposed closures together with reasons and which reserve the balances were being transferred to were:

- Art Fund Reserve – transfer balance of £75k to the Art Gallery Gift Reserve in order to rationalise the number of Art Gallery Reserves;
- Energy Management Reserve – transfer balance of £112k to the Corporate Assets Reserve as the Energy Management Reserve was effectively redundant and to reduce duplication;
- Rent Bond Reserve – transfer balance of £22k balance to Homelessness Reserve in order to reduce duplication as both reserves deal with the homeless; and
- Right to Bid and Right to Challenge Reserves – transfer balances of £20k and £26k respectively to the Community Projects Reserve as both reserves had never been used and any subsequent expenditure could be met from the Contingency budget.

Drawing down funding from some of the reserves could result in excessive administration and delay, especially where formal Executive approval was required. To assist in this, it was proposed to amend the delegations to the relevant Head of Service, in consultation with the Portfolio Holder and Head of Finance. Any such allocations would be subsequently reported within a future report. The reserves where it was proposed to amend the delegations were:

<b>Reserve</b>	<b>Delegated to</b>
Planning Reserve	Head of Development Services
Building Control Reserve	Head of Development Services
Service Transformation Reserve	Chief Executive

In accordance with the Council's Code of Financial Practice, all new and future capital schemes had to be in line with the Council's corporate priorities, including its capital strategy (detailed in Appendix 11 to the report) and a full business case would be required as part of reports to the Executive for approval. This case would identify the means of funding and, where appropriate, an options appraisal exercise would be carried out. Should there be any additional revenue costs arising from the project, the proposed means of financing such must also be included in the Report and Business Plan.

The Capital Programme had been updated throughout the year as new, and changes to, projects had been approved. In addition to the changes throughout the year, it was proposed to add several new schemes to the Capital Programme as detailed in Section 3.10.2 and Appendix 8 to the report.

Minute 139 concerning the St Mary's Lands Masterplan included schemes which impacted on the Capital Programme. These had been incorporated in the Capital Programme, as detailed in Section 3.10.3 of the report.

In addition to the new projects incorporated in Sections 3.10.2 and 3.10.3 of the report, investment in replacement multi storey car parks, Office relocation and Europa Way Community Stadium capital projects were expected to come forward over the next few years.

Slippage to 2019/20 in the General Fund Programme had been incorporated as reported during the year. In addition, a table included in Section 3.10.6 of the report showed the additional changes to current schemes that were required to be reported to Members. The full details were included within Appendix 8 to the report.

Appendix 9 to the report, Part 5, showed the General Fund unallocated capital resources. These totalled £1.789.4m. The Capital Investment Reserve represented the largest share of this at £1.13m, for which the Council had agreed the minimum balance should be £1m. Whilst the Council did hold other reserves to fund capital projects, it would be noted that these were limited and had been reserved for specific purposes. In addition to the resources shown here, within the Housing Investment Resources, the Right to Buy "Any Purposes Capital Receipts" projected at £7.63m (Appendix 9 to the report, Part 4) were available to fund non Housing schemes.

The latest Housing Investment Programme (HIP) was shown at Appendix 9 to the report, Part 2.

Appendix 8 to the report detailed variations to the HIP from the programme approved as part of the February 2018 budget report. This included new schemes approved during 2018/19, changes to current schemes, and slippage from 2017/18.

Appendix 9 to the report, Part 4, showed the funding of the HIP and the forecast balances at year end until 31 March 2023 after the HIP had been financed.

The Capital receipts primarily related to Right to Buy (RTB) sales. The Council had freedom on how the purpose receipts were utilised, being able to fund General Fund and Housing Capital schemes.

1-4-1 RTB receipts had to be utilised in replacing housing stock that had been purchased from the Council by existing tenants through the RTB scheme. This could be through new build properties (such as Sayer Court), the purchase of existing properties (such as Cloister Way) or buying back of existing council properties previously sold through RTB. However, they could only be used to fund up to 30% of the replacement cost as per RTB regulations. If the funding was not used within a three-year period from the date of receipt, the funding would be repayable to the Government, along with interest. It was envisaged that there would be

no requirement to repay any 1-4-1 receipts to the Government as they would be utilised to finance current or potential schemes within the Housing Investment Programme. Within the current Housing Investment Programme, there were schemes for the acquisition of properties during 2019/20, as agreed by Members. This would fully utilise the 1-4-1 funding that the Council currently held and would receive in 2019/20, with it projected to have a zero 1-4-1 balance as at 31 March 2020. The projections showed that a further £1.4m per annum would be available thereafter for further schemes, with this funding having to be used within the three-year timescale.

The HRA Capital Investment Reserve was funded by the surpluses generated on the Housing Revenue Account. The HRA Business Plan assumed that this funding would be used for the provision of new HRA stock, and to allow debt repayments on the £136.2m loan taken out to purchase the HRA housing stock to commence from 2052/53.

The Major Repairs Reserve was used to fund capital repairs of the HRA stock. The contributions to this reserve were based on depreciation calculations.

Section 106 were payments received from developers in lieu of them providing new on site affordable homes, enabling the Council to increase the HRA stock or assisting housing associations to provide new dwellings. These S106 payments usually had a time limit attached to them by which time they needed to be utilised or they might need to be repaid to the developers.

The Right to Buy Capital Receipts were shown within the sources of Housing Investment Programme funding. As considered previously by Members, these capital receipts were not ring-fenced and could be used for any capital projects.

The Council was required to determine an authorised borrowing limit in accordance with The Local Government Act 2004, Section 3, and to agree prudential indicators in accordance with the CIPFA Code for Capital Finance in Local Authorities.

The Indicators were shown at Appendix 12 to the report. Further indicators were included within the Treasury Management Strategy Report, Minute Number 142.

From 2019/20, the CIPFA revised Prudential and Treasury Management Codes required all local authorities to prepare a capital strategy, which would provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contributed to the provision of services;
- an overview of how the associated risk was managed; and
- the implications for future financial sustainability.

The aim of this capital strategy was to ensure that all elected Members on the Council fully understood the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite. The requirement for a Capital Strategy from CIPFA was as a result of many local authorities investing large sums in non-treasury assets, often to secure a financial return, or for other purposes.

This capital strategy was reported separately from the Treasury Management Strategy Statement; non-treasury investments such as acquisition of Investment Properties or Loans to Third parties would be reported through the Capital Strategy. This ensured the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset. The capital strategy endeavoured to show:

- The corporate governance arrangements for these types of activities;
- Any service objectives relating to the investments;
- The expected income, costs and resulting contribution;
- The debt related to the activity and the associated interest costs;
- The payback period (Minimum Revenue Policy policy);
- For non-loan type investments, the cost against the current market value;
- The risks associated with each activity.

Where a physical asset was being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information would be disclosed, including the ability to sell the asset and realise the investment cash.

Where the Council had borrowed to fund any non-treasury investment, there should also be an explanation of why borrowing was required. The proposed Capital Strategy was included as Appendix 11 to the report. This would be subject to further review during 2019/20, notably in respect of the implications coming out of the Asset Management Strategy that was being produced in forthcoming months. The intention was that the Capital Strategy was a corporate document that supported the whole of the Council's capital expenditure and funding.

The 2018/19 Revenue Budget showed a surplus of £138,000, with 2019/20 showing £99,000. It was proposed that these balances were used to create a Contingency Budget for 2019/20 of £237,000.

New Homes Bonus remained the major source of additional funding over which the Council had discretion as to how it was used, as discussed in section 3.7 of the report.

It was proposed to use the New Homes Bonus as below:

Waterloo Housing Association	£146,200
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Leisure Options Phase 2, as discussed in January Executive report	£550,000
CCTV – as discussed in July 2018 Executive report, subject to further report post tenders	£1,000,000
Commonwealth Games Reserve – as discussed in March 2019 Executive report. Allocation to include funding of Commonwealth Officer. Future years contributions form NHB planned.	£100,000
Public Amenity Reserve – to fund green space and play area works, to be supplemented with use of Public Open Spaces Planning Gain Reserve	£101,000
St Marys Land – subject to separate Executive report *	£260,000
Sea Scouts HQ – as discussed in July 2018 Executive report *	£150,000
Norton Lindsay Village Hall – as discussed in October 2018 Executive report *	£190,000
Community Projects Reserve	£499,800
Service Transformation Reserve	£362,000
* These allocations will be carried forward in the Community Projects Reserve on 31 March 2020 if not fully utilised by that date.	

With regards to the Retail Discount (Non Domestic Rates), the Government announced in the Budget on 29 October 2018 that it would provide a business rates Retail Discount scheme for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of discount should be one third of the bill, and had to be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants had been applied. The Government was not changing the legislation around the reliefs available to properties. Instead, the Government would reimburse local authorities that used their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It would be for individual local billing authorities to adopt a local scheme and determine in each individual case when, having regard to this guidance, to grant relief under section 47. Central government would fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003).

Since 2013, local authorities in England had had the discretion to charge a premium of up to 50% on 'long-term empty dwellings' – meaning homes that had been unoccupied and substantially unfurnished for at least two years. This Council adopted this discretion on the basis that it would be an incentive for owners to bring empty properties into use. The premium was

in addition to the usual council tax charge that applied to the property. A Bill was laid in order to allow Councils to increase these empty property premiums and this received Royal Assent on 1 November 2018 and was now law.

This new law gave Councils the option to charge the following premiums for long term empty dwellings and thus strengthened the incentive for owners to bring empty properties back into use:

Financial Year 2019/20

- Maximum of 100% premium (previously 50%)

Financial Year 2020/21

- Maximum of 100% premium – empty less than five years
- Maximum of 200% premium – empty at least five years

Financial Year 2021 onwards

- Maximum of 100% premium – empty less than five years
- Maximum of 200% premium – empty at least five years but less than ten years
- Maximum of 300% premium – empty at least ten years.

In terms of alternative options, the Council did not have an alternative to setting a Budget for the forthcoming year. Members could, however, decide to amend the way in which the budget was broken down or not to revise the current year's Budget. However, the proposed latest 2018/19 and 2019/20 budgets were based upon the most up to date information. Any changes to the proposed budgets would need to be fully considered to ensure all implications (financial or otherwise) were addressed.

The Finance & Audit Scrutiny Committee supported the recommendations in the report but raised a number of concerns about the strategic overview of Reserves and the manner in which they were reported to Members.

In the absence of Councillor Whiting, Portfolio Holder for Finance, the report was proposed by Councillor Mobbs, with an amendment to recommendation 2.4 to read "with a surplus of £99,000", not £88,000.

The Executive, therefore,

**Recommended** to Council that

- (1) the proposed changes to 2018/19 Budgets detailed in Section 3.2 of the report, be approved;
- (2) the Revised 2018/19 Budget of Net Expenditure of £19,432,400 as set out in Appendix 2 to the report after allocating a surplus of £138,000, as detailed in paragraph 3.2.2 of the report, be approved;

- (3) the proposed changes to 2019/20 Base Budgets detailed in Section 3.3 of the report, be approved;
- (4) the proposed Budget for 2019/20 with Net Expenditure of £18,058,600 taking into account the changes detailed in section 3.3 of the report, with a surplus of £99,000, and which is summarised in Appendix 2 to the report, be approved;
- (5) the Council Tax charges for Warwick District Council for 2019/20 before the addition of Parish/Town Councils, Warwickshire County Council and Warwickshire Police and Crime Commissioner precepts, for each band be agreed by Council as follows and as detailed in Section 3.6.7 of the report:

	£
Band A	111.24
Band B	129.78
Band C	148.32
Band D	166.86
Band E	203.94
Band F	241.02
Band G	278.10
Band H	333.72

- (6) the Medium Term Financial Strategy and the future savings still to be made, which will be considered within the Fit For the Future July Executive report, as detailed in paragraph 3.8 of the report, be noted;
- (7) the ICT Replacement and Equipment Renewal Schedules as shown in Section 3.9.3 of the report, be approved;
- (8) the use of the Corporate Asset Reserve to complete the works required to stop unauthorised access to Council sites as detailed in Section 3.9.3 of the report and the transfers between General Fund reserves and

changes in delegations as detailed in Sections 3.9.4 and 3.9.5 of the report, be approved;

- (9) the General Fund Capital and Housing Investment Programmes as detailed in Appendices 9 parts 1 and 2 to the report, together with the funding of both programmes as detailed in Appendices 9 parts 3 and 4 and the changes described in the tables in paragraph 3.10 and Appendix 8 to the report, be approved;
- (10) the Prudential indicators as described in paragraph 3.11 and Appendix 12 to the report, be approved;
- (11) the Capital Strategy as detailed in paragraph 3.12 and Appendix 11 to the report, be approved;
- (12) the Financial Strategy as set out in paragraph 4.2 and Appendix 10 to the report, be approved;
- (13) the 2018/19 and 2019/20 budgeted surpluses be allocated to form a Contingency Budget of £237,000 for 2019/20 (paragraph 3.13.1 of the report);
- (14) the 2019/20 proposed New Homes Bonus of £3,359,000 be allocated as follows, as detailed in paragraph 3.13.3 of the report:

<b>New Homes Bonus – 2019/20 Allocation</b>	<b>£</b>
Waterloo Housing Association	146,200
St. Mary's Lands	260,000
Commonwealth Games Reserve	100,000
Service Transformation Reserve	499,800
Community Projects Reserve	362,000
Sea Scout's Headquarters	150,000
CCTV	1,000,000
Green Space / Play Areas	101,000
Norton Lindsey Village Hall	190,000
Leisure Developments Phase 2 - Kenilworth	550,000
<b>Total Allocated</b>	<b>3,359,000</b>

**Resolved** that



- (1) the Business Rate Relief as specified in paragraph 3.14.1 of the report and in the guidance issued by the Ministry of Housing, Communities & Local Government following the Budget announcement on 29 October 2018, be agreed by the Executive, using its discretionary powers; and
- (2) the new Council premiums for long term empty and unfurnished dwellings on the levels as prescribed in the report and as per the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 (paragraph 3.14.2), be adopted.

(The Portfolio Holder for this item was Councillor Whiting)  
Forward Plan reference 969

## **Part 2**

(Items for which the approval of the Council was not required)

### **146. Update on Action Plan following Review of Closure of Accounts**

The Executive considered a report from the Deputy Chief Executive (AJ) setting out the progress on the action plan that was agreed in the report on the Review of the Closure of 2017/18 Accounts in October 2018.

Appendix 1 to the report set out the monthly progress report on the action plan agreed following the Review of the Closure of the 2017/18 Accounts. The report requested that progress be noted and for the Executive and the Finance and Audit Scrutiny Committee to make any comments.

In terms of alternatives, various actions were considered in the development of the action plan but what was proposed was considered to be an appropriate response to the issues which had been identified.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and requested that officers highlight for Members those actions which were critical to the timely closure of accounts for 2018/19, and, especially, any risks to that objective being met, for example from slippage in their target completion dates. In addition, the Committee agreed that this item would be added to their own work programme.

The Executive, therefore,

#### **Resolved that**

- (1) the content of the action plan at Appendix 1 and the report be noted.

(The Portfolio Holder for this item was Councillor Whiting)

#### 147. **Public and Press**

**Resolved** that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraph of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
148	1	Information relating to an Individual
	2	Information which is likely to reveal the identity of an individual
148	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

#### 148. **Minutes**

The confidential minutes of 9 January 2019 were approved and signed by the Chairman as a correct record.

(The meeting ended at 6.25pm)

# Executive

Minutes of the meeting held on Wednesday 6 March 2019 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

**Present:** Councillors Mobbs (Leader), Butler, Coker, Grainger, Phillips, Rhead, Thompson and Whiting.

**Also present:** Councillors: Boad (Liberal Democrat Group Observer), Quinney (Chair of Finance & Audit Scrutiny Committee); Mrs Falp (Chair of Overview & Scrutiny Committee) and Naimo (Labour Group Observer).

## 149. **Declarations of Interest**

### Minute 164 – Land Purchase at South Crest Farm in relation to the Relocation of Kenilworth School

Councillor Whiting declared an interest because his wife was a Governor of Kenilworth School and left the room whilst the item was being discussed.

### Minute 158 – Funding for Chase Meadow Community Centre 2019 – 2022

Councillor Butler declared an interest because he was a Board Member as the Council representative for Chase Meadow Community Centre Ltd.

## 150. **Minutes**

The minutes of the meeting held on 6 February 2019 were taken as read and signed by the Chairman as a correct record.

### **Part 2**

(Items upon which a decision by the Council was not required)

## 151. **Adoption of the Land East of Kenilworth Development Brief (SPD)**

The Executive considered a report from Development Services regarding the adoption of the Land East of Kenilworth Development Brief (SPD). The Warwick District Local Plan 2011 – 2029, adopted in September 2017, included significant housing, education and employment allocations to the east of Kenilworth. Local Plan Policy DS15 'Comprehensive Development of Strategic Sites' applied to housing allocations H06 and H40 to the east of Kenilworth and required proposals to represent a comprehensive development scheme for the entire site, to be demonstrated by the submission of either a Development Brief or a Layout and Design Statement, as appropriate.

In October 2018, the Executive approved the public consultation on the Draft Land East of Kenilworth Development Brief and agreed to a recommendation that the Development Brief would be brought back before Members to formally approve as a Supplementary Planning Document.

The draft version of the Land East of Kenilworth Development Brief was subject to an eight-week period of consultation between 19 November 2018 and 14 January 2019. The report set out the outcome of the consultation and recommended adoption of an amended SPD.

The draft Development Brief was subject to public consultation for a period of eight weeks. In addition to the requirements of the Statement of Community Involvement, three days of public exhibition were held in Kenilworth Town Centre, presentations were made to Kenilworth Development Forum and Kenilworth Town Council and additional notifications were posted around the site and to dwellings adjoining the development site, as well as promotion via digital and traditional media platforms.

132 representations were received during the period of the consultation, all of which were summarised and responded to within Appendix 1 to the report. As a result of the representations, a number of amendments were proposed, and these were also outlined in Appendix 1 to the report. It was considered that a further period of public consultation was not required.

Delegated authority was requested to make further, minor amendments to the SPD as a result of the amendments suggested, prior to final publication.

The final Land East of Kenilworth Development Brief SPD provided comprehensive guidance for the development of this strategic housing, education and employment allocation.

In terms of alternative options, the Executive could decide not to adopt the proposed East of Kenilworth Development Brief. However, this would be contrary to the aims of the Local Plan and furthermore, would not help facilitate the co-ordinated development of this strategic growth area.

The Executive could also decide not to accept the recommended amendments to the draft SPD. However, this would be contrary to the public consultation process.

Councillor Grainger emphasised the importance of this document and the benefits it would bring to the people of Kenilworth. Councillor Coker and Councillor Mobbs thanked the Site Delivery Officer and the Portfolio Holder for their hard work and emphasised the tremendous benefits this would bring.

The Portfolio Holder, Councillor Rhead, congratulated the Site Delivery Officer for the excellent response to the public consultation.

The Executive, therefore,

**Resolved** that

- (1) the statement of public consultation attached as Appendix 1 to the report, be noted;

- (2) the adoption of the SPD following the identified amendments set out in Appendix 1 to the report, be approved;
- (3) authority be delegated to the Head of Development Services, in consultation with the Portfolio Holder for Development, to make any further minor amendments subsequently required as a consequence of undertaking the principal amendments set out in Appendix 1 to the report.
- (4) the Development Brief shall be adopted as a SPD no later than 6 April 2019, unless otherwise agreed by the Head of Service in consultation with the Portfolio Holder; and
- (5) following adoption, the Land East of Kenilworth Development Brief SPD will be a material consideration in the determination of relevant planning applications in the area, be noted.

(The Portfolio Holder for this item was Councillor Rhead)  
Forward Plan reference 998

## 152. **Creative Quarter Masterplan and Next Steps**

The Executive considered a report from Development Services updating Members on the public consultation on the draft Masterplan, which was undertaken by Complex Development Projects (CDP) in December 2018 and January 2019, following approval by the Executive in November 2018. As a result of those responses, a number of significant changes had been made to the draft Masterplan and it was proposed to amend the boundary of the proposed Creative Quarter, including the removal of the Clublands area, off Adelaide Road, from the designated area.

The Council had had long term aspirations to develop a Creative Quarter for Leamington and in November 2015, it approved a Regeneration Brief for an OJEU compliant procurement exercise that led to Complex Development Projects (CDP) being appointed as the Council's regeneration partners in late 2017 and the Council entering into a collaboration agreement with them (Collaboration Agreement).

Since their appointment, CDP had worked on the development of a document that was referred to in the Collaboration Agreement as a Masterplan for the Creative Quarter. The purpose of that document was to demonstrate how the Council and its partner could develop a long term strategy to deliver the aspirations for the Creative Quarter which were expressed in the Regeneration Brief as:

- defining the character and a new purpose for the whole of the area;
- creating a deliverable, investable, vision for the Creative Quarter;
- developing and delivering new space for creative industries;
- opening up and improving the public realm and uniting this disjointed area, with specific references to the river corridor and linkages to the north of the town;
- unlocking the creative potential of the riverside, the Royal Pump Rooms and the iconic and historic buildings within the area; and
- refurbishing, re-modelling and re-using Council owned assets as required to assist the delivery of the Creative Quarter.

The Regeneration Brief also stated that the appointed partner should develop their proposals in respect of a wide range of creative uses, which could include the following:

- cultural, artistic; educational; performance; training; food and craft based businesses; cafés and restaurants;
- the specific market demand from the digital industries including the potential for a new digital 'hub' for this growing sector;
- residential (including live-work) properties as part of an overall mixed-use vision;
- Arts and Culture; Digital Games; Music; Performance; TV and Film; Publishing; Design & Craft businesses.

The report asked the Executive to approve a high level commitment to the principles of regeneration set out in the amended and renamed Masterplan document (now titled "Leamington Spa Creative Quarter: The Big Picture") as the overarching "vision" for the delivery of the Council's long-term aspirations for the Creative Quarter, which would form the basis of the Masterplan required to be signed off under the Collaboration Agreement to signify the completion of phase 1. Therefore, in approving the "Big Picture" document, Members were not being asked to formally sign off phase 1 of the Creative Quarter partnership. This would require further detailed technical assessments and the report asked for delegated authority to complete this work.

In November 2017, the Council signed a Collaboration Agreement with CDP to form a partnership to bring proposals forward for a Creative Quarter. As a first project, in May 2018 Members also agreed to a contract whereby CDP would secure the delivery of catering & events services in the Pump Rooms and at the Restaurant in the Park in the Jephson Gardens. More recently, the Executive agreed in November 2018 that a draft masterplan document prepared by CDP should be put out to public consultation.

This public consultation took place between 3 December 2018 and 21 January 2019. During this time, CDP organised several events t, including Property Owners Group, Local Business & Community Organisations Forum, Drop in session: LOTT Bazaar, 37 Clemens Street, Leamington Business Forum etc.

In addition, there was a static (unmanned) display in the Royal Pump Rooms from 7 December 2018 to 21 January 2019 and in the Royal Spa Centre from 7 to 30 December 2018. In response to specific invitations, CDP also held separate meetings with local landowners and agents, Leamington Town Council, Leamington Green Party, the Ahmadiyya Muslim Association and Action 21.

The public consultation invited respondents to complete an online survey and questionnaire. A number of respondents also chose to make separate written responses. A total of 267 responses were made to the online consultation and a further 38 written responses were received.

The majority of respondents agreed that:

- the Masterplan would support Warwick District Council in making this a great place to live work and visit (53%);
- the Masterplan would support economic growth (67%); and
- the Masterplan would be positive for Leamington Spa (62%).

The consultation survey provided for a number of free text responses and, inevitably, these covered a wide range of issues and concerns. However, a number of key themes emerged that were summarised as:

Free text question	Key themes from responses
Q8. Please describe your concerns	<ul style="list-style-type: none"> <li>• Adelaide Road/ Clublands</li> <li>• Pump Rooms/ Library</li> <li>• Leamington Town Hall</li> <li>• The need for housing</li> <li>• Air quality/ environment</li> <li>• Parking</li> <li>• Canal corridor/waterside improvements</li> </ul>
Q9. Are there any opportunities in the Creative Quarter that we have missed?	<ul style="list-style-type: none"> <li>• The need for religious and community spaces</li> <li>• Sustainable transport</li> </ul>
Q10b. Is there anything else you would like to see?	<ul style="list-style-type: none"> <li>• Clarity of Masterplanning/ decision making process</li> <li>• Clarity of role of the community &amp; voluntary sector</li> <li>• More on Housing</li> <li>• More on Infrastructure</li> <li>• More on Sustainability</li> </ul>
Q11. Is there anything else you would like to say?	<ul style="list-style-type: none"> <li>• Protections for Adelaide Road/ Clublands</li> <li>• Clarity of the purpose of Masterplan and the decision making process</li> <li>• Need to reference Housing, Infrastructure and Sustainability</li> </ul>

A number of common themes also emerged from the written responses:

- a recognition of the scale of ambition and vision;
- invitations and requests for further dialogue with key stakeholders;
- clarification of the planning status of the masterplan; and
- a request from two organisations that their property is removed from the Masterplan (Victoria Colonnade and the Post Office/ Sorting Office).

A summary of the full outcomes of the consultation was set out at Appendices 1a and 1b to the report. Every consultation response had been considered and analysed and the proposed responses were set out in the appendices.

The governance structure of the project, set out in the Collaboration Agreement, included the establishment of a Project Board, composed of Member and Officer representatives of the Council, representatives from CDP and an external representative nominated by the Stakeholder Reference Group. The role of the Project Board was to:

- be the key decision making body for the Creative Quarter programme;
- provide strategic and operational oversight for the programme and (in the future) for any projects within it;
- approve any reports to be submitted to the Council (including planning applications to be submitted to the Planning Committee);
- support the delivery of the programme and projects by the Creative Quarter Team; and
- provide feedback on emerging projects.

It was important to note that the Project Board had no formal decision making powers and could not make decisions that were binding on the Council. Where formal Council approval was required (such as the approval of individual projects), the Project Board would agree the content of proposals but would then submit these to the Executive for approval. The Project Board had agreed The Big Picture document that was now presented for Executive approval.

At the November 2018 meeting of the Executive, it had been agreed that a cross-party Member Working Group be established. This had subsequently been established as a cross-party and cross-Council Member Reference Group, chaired by the Business Portfolio Holder and supported by officers. The membership of this group was: Councillors H Grainger, Boad, Naimo, Heath, Davison, Councillor Seccombe (Leader of Warwickshire County Council) and Councillor Norris (Leamington Town Council).

The Group had met on two occasions and had made a range of comments on the suggested changes to the draft Masterplan which were fed back to the Project Board. In summary, the views of the Member Reference Group were summarised in Section 3.2.4 of the report.

The Project Board decided that pre-determining the phases and solely focusing on Council assets would significantly limit the capability of the



Masterplan and that it would be better for this to be high-level visioning document that left scope and flexibility for projects to develop as opportunities arose. However, the views on the other issues were accepted and supported and had helped shaped the document that was now presented with the report.

Regarding transport infrastructure, it was not the role of the Big Picture document to identify major projects. However, the document had been amended to require that as transportation improvements within and affecting the Creative Quarter were developed, these reflected and respected the Creative Quarter vision. Members were reminded that elsewhere on the agenda for the meeting there was a report on the Community Infrastructure Levy (CIL) and specifically the Regulation 123 list of projects that CIL would fund. Two of the projects on this list would specifically benefit the Creative Quarter.

The consultation responses and the revised draft documents were also shared with the Stakeholder Reference Group established by CDP. The membership of this group was: James Childs (Super Spline Studios), Craig Spivey (Craig Spivey Creative), Roger Twiney (Action 21), Alan Heap ((Purple Monster - stakeholder representative on the Project Board), Carole Sleight (Art in the Park), Adrian Gains (Temperance Café), Louise Richards (Motionhouse), Ruth Leary (University of Warwick), Stacy O'Connor (Warwickshire Investment Partnership, WCC), Sarah Windrum (Emerald Group & CWLEP Board Member).

The Stakeholder Reference Group strongly supported the aspirations within the Big Picture document and the proposed amendments to the red line boundary. In particular, they felt that the inclusion of Jephson Gardens and the East Lodge would ensure that the Leamington artistic community could be directly involved in supporting the development of the Creative Quarter and that the economic impact of the Art in the Park event could be maximised.

As a result of the public consultation and the considerations of the various groups outlined above, a number of significant changes had been made to the draft Masterplan document that was put out to consultation. The revised document was attached as Appendix 2 to the report.

The main changes to the content of the document were:

- in response to the comments from the Members Reference Group, the format of the document had been altered to provide greater clarity on its purpose and over-arching vision;
- clear statements on key concerns: the vision, the purpose of the document, what the Creative Quarter was and who it was for, where it was, how consultation had shaped the document, key projects and opportunities, timeline/ process for future decision making;
- new images had been added;
- appendices had been added to streamline the document and make it easier to understand;
- the red line had been amended in response to the public consultation, as shown in Appendix 3 to the report;

- specific commentary on the rationale for the retention of the Town Hall within the red line had been added in response to the various comments received from the public consultation in respect of this building. This included a commitment that no projects would be developed until the two Councils currently using the building had determined its future use for civic purposes.

It was recommended that this revised document was approved as the basis for the Council's commitment to the regeneration of the area within the red line as Leamington's Creative Quarter, to form the basis of the Masterplan required under the Collaboration Agreement. This commitment would allow the detailed exploration of individual projects and accompanying business cases to be worked on.

It should be noted that approval of this document did not mean that Phase 1 of the Council's Collaboration Agreement was brought to an end. Before this could be done, further work was required to form the Masterplan required under the Collaboration Agreement and this was set out in Section 3.4 in the report.

The approval of the document would not just cover a commitment between the Council and its regeneration partner CDP to consider how Council owned assets could be utilised to deliver the Creative Quarter. The vision recognised that the purpose of the Creative Quarter was to provide opportunities for the whole community. CDP would, therefore, work with landowners, businesses and investors to facilitate projects and proposals for land and buildings that were not within public ownership, provided these were consistent with the principles enshrined within the Big Picture document and in line with the requirements of the Collaboration Agreement.

The title had been changed to the "Leamington Spa Creative Quarter: The Big Picture". The consultation exercise and subsequent discussions with the groups within the project governance structure demonstrated that the term Masterplan was confusing and unhelpful, given that the term had a specific meaning within a planning context. In particular, there were a number of comments from the public consultation exercise seeking further clarity on the master-planning process.

It was, therefore, recommended that the name of the document presented with the report was changed from "Creative Quarter Masterplan" to "Leamington Spa Creative Quarter: The Big Picture", given that there had never been an intention for the Masterplan to become a Supplementary Planning Document as with other Masterplan documents that had been produced.

However, Members should note that the Big Picture document would carry some weight as supplementary planning guidance and might therefore be referred to when considering planning applications within the Creative Quarter area. As such, it would need to be read alongside the Local Plan and, in due course, the Leamington Neighbourhood Plan. The Big Picture document had been amended to make this clear.

One of the major changes made to the draft Masterplan as a result of the public consultation was a proposed revision to the red line boundary for the Creative Quarter as shown at Appendix 3 to the report.

A significant number of concerns were expressed around the inclusion of the Clublands area to the west of Adelaide Road and it was now proposed that this area was removed from the red line. The area was originally included within the red line to allow the potential for new development to be explored. Any new development was intended to benefit the community organisations currently housed in the area but would also potentially cross-subsidise development elsewhere within the Creative Quarter.

It was clear that the first aspiration was misunderstood and a range of comments were received before and during the consultation period that any future development of the area would be to the detriment rather than the benefit of existing tenants and leaseholders.

The initial work undertaken by CDP had also demonstrated that the development potential of the area was likely to be significantly constrained by the structure of the existing leasehold arrangements. Given that there would also be a need to ensure that development came forward in a piecemeal manner so as to ensure the continued operation of the existing tenants and leaseholders, rather than a comprehensive development of the whole area, the potential to create significant investment returns for cross-subsidy purposes was unlikely to be as great as first anticipated.

Whilst the loss of a potential source of cross-subsidy could have an impact on the pace of development elsewhere in the Creative Quarter, it was considered this could be effectively mitigated through the detailed exploration of alternative funding options when individual projects were being developed.

It was, therefore, proposed to remove this area from the red line. Officers would now hold individual discussions with the various clubs and organisations based in the area to discuss their future aspirations and support that might be available to deliver them. It was likely that some organisations currently based in the locality might still wish to explore potential opportunities that might become available within the Creative Quarter.

In contrast, a number of consultation responses actually suggested that the red line should be expanded, by including East Lodge, home of Leamington Studio Artists (LSA) at the eastern end of Jephson Gardens, core venue for Art in the Park within it. Currently, the North and South Lodges and the Glasshouse were included within the red line but not the whole of the park.

It was now recommended that all of the Gardens were included within the Creative Quarter red line boundary. This would ensure that the vibrant and dynamic local artistic community, identified as key stakeholders in the future Creative Quarter in the Regeneration Brief, could be better engaged

in its development. It would also enable opportunities to support and enhance the development of the work of LSA and the regionally important Art in the Park event to be fully explored and ensure that their work and economic impacts was harnessed to further the development of the Creative Quarter.

A number of consultation comments focused on the importance of an enhanced canal corridor at the southern end of the Creative Quarter and suggested that it would be beneficial to include the current Rangemaster site within the red line boundary. Consideration of these comments received had highlighted that there were a number of buildings on the Rangemaster site that could potentially assist in the achievement of enhanced public realm and community access in this key corridor and which could, potentially, be developed for alternative uses that would complement and directly support the Creative Quarter.

However, it had to be recognised that the site was not only in private ownership, but was also a key employment site. The Council was committed to supporting Rangemaster in its current operations and future development, so it was not recommended that any changes were made to the red line on the southern boundary of the Creative Quarter. It was, however, recommended that officers continued to engage with the company and that a 'watching brief' was maintained in respect of the site so that if any part of it were to become surplus to the current need to maintain employment use of the site, its potential to complement works within the Creative Quarter could be assessed. In such a scenario, any future developments in respect of the site would be reported back to Members.

The proposed approval of The Big Picture document would determine the list of sites which were to be investigated in more detail to enable specific projects to be brought forward for approval. However, whilst The Big Picture document would set the vision, scope and context for further more detailed work, it would not mark the end of phase 1 of the Creative Quarter partnership, a requirement defined in the Collaboration Agreement.

The sign-off of phase 1 would require a high-level technical appraisal of the potential use of Council owned assets. It was proposed that this work was signed-off by the Council under the recommended delegated authority after the satisfactory completion of a high level desk-top appraisal to form the basis of the Masterplan required under the Collaboration Agreement. This appraisal would include the list of Council-owned assets which might be required to support the regeneration principles set out in the Big Picture, and an initial, high-level business case and risk analysis for any projects involving these assets. This would set potential alternative uses, potential funding arrangements to deliver these alternative uses, any potential requirement for changes to ownership or tenure and potential returns on investment and how these would be distributed.

This high level technical appraisal would fulfil the requirements of the Collaboration Agreement and would provide both partners with the basis

on which future projects involving Council assets would be developed. It would also form the baseline for Members' consideration of the individual business cases that would subsequently be developed.

If the recommendations in the report were approved, it was anticipated that the technical work described would be completed quickly. Once phase 1 of the project had been signed-off, detailed project plans and business cases would then be developed. At this stage, it was not possible to define a programme and agree initial priorities or a longer term phasing plan as regeneration was a complex process, sometimes requiring a long term approach, but sometimes moving extremely rapidly as opportunities arose.

It was clear that the Council landholdings within the red line could potentially become a catalyst for future regeneration. Subject to the approval of The Big Picture, the examples set out in Appendix 6 of the Big Picture document attached as Appendix 2 to the report would be an early focus of work, with dialogue held with adjoining property owners to understand their aspirations and how these could constrain or enhance the possible options under consideration. However, it was equally important to recognise that all opportunities would be explored, regardless of whether these involved land or assets in public ownership, provided they were consistent with the principles enshrined in The Big Picture document.

All individual projects would be brought to the Executive for consideration on an individual basis, based on the document agreed under the Collaboration Agreement, and where these involved the potential use of Council assets, it would include a detailed business case.

In terms of alternative options, the Council could decide not to support The Big Picture document. This had been discounted as the document had gone through a detailed consultation process and been amended as a result of it. This meant that it was considered to provide a good basis for taking specific proposals forward for further detailed examination. It was recognised that many of the examples, set out at Appendix 6 of the Vision documents, were currently only at a high level, and would require considerably more work before a formal proposal for any scheme could be put before the Council again for consideration.

The Council could ask that further consultation was undertaken before The Big Picture document was approved. This was not considered appropriate because despite initial concerns as to the timing of the consultation, the high level of responses indicated that its length and the breadth of the events detailed in the report was sufficient to allow stakeholders and interested parties to make their representations. It was not considered likely that undertaking further public consultation would identify much that had not already been highlighted in the consultation. However, a further safeguard was available as approval of the recommendations would allow CDP to begin much more detailed dialogue with stakeholders in respect of specific projects under the umbrella framework of the principles set out in the Big Picture document.

The Council could decide not to proceed with the partnership with CDP. This had been discounted for the reasons set out in the report. It was considered that CDP had carried out sufficient initial work to produce a vision that offered an exciting opportunity to regenerate this part of the town, which could be developed for sign off under.

The Overview & Scrutiny Committee noted the recommendations in the report.

An addendum circulated prior to the meeting advised Members of an additional response to the public consultation on the draft Creative Quarter Masterplan. A second addendum proposed a revised recommendation 2.4 in the report to include Group Leaders in the consultation process prior to the conclusion of phase 1 of the Collaboration Agreement for the Creative Quarter.

The Portfolio Holder for Business, Councillor Butler, advised Members that there were a number of very minor errors in the document. These were all matters of fact and / or grammatical errors. None were material and none were controversial. It was also possible that officers would find further minor errors and would, of course, wish to correct these. Councillor Butler gave a commitment that before "The Big Picture" document was published; any minor errors would be corrected by the officers. Councillor Butler proposed the report with the amendments in the addendums, including an additional amendment to recommendation 2.4 in the report to add "and Group Leaders" to the list of consultees.

The Executive, therefore,

**Resolved** that

- (1) the work undertaken by Complex Development Projects Ltd (CDP) to date and the report on the outcome of the public consultation on the draft Creative Quarter Masterplan, attached as Appendix 1 to the report, be noted;
- (2) the publication of the consultation responses on the Council's website in addition to the dedicated Creative Quarter website, be approved;
- (3) the feedback from the Member Reference Group and Stakeholder Reference Groups was considered by the Creative Quarter Project Board and was invaluable in shaping revisions to the Masterplan document, be noted;
- (4) the revised Masterplan document attached as Appendix 2 to the report be re-named as

"Leamington Creative Quarter: The Big Picture";

- (5) the above mentioned document be approved as the basis for the future development of the Creative Quarter to be captured in the final Masterplan document required under the Collaboration Agreement;
- (6) the Creative Quarter's boundaries be revised as set out in Appendix 3 to the report;
- (7) the approval of "The Big Picture" document does not bring phase 1 of the Creative Quarter project with CDP to a close and authority is delegated to the Deputy Chief Executive (BH) and s151 Officer, in consultation with the Leader of the Council, the Finance and Business Portfolio Holders and Group Leaders to agree the conclusion of phase 1 once further work on the Masterplan required under the Collaboration Agreement has been concluded, ; and
- (8) following the sign off phase 1, individual projects will be brought to future meetings for approval on an individual basis and a detailed business case will be included where the project involves Council assets.

(The Portfolio Holders for this item were Councillors Butler, Coker and Mobbs)  
Forward Plan reference 1,000

### 153. **Newbold Comyn: Shortlisting of Future Options**

The Executive considered a report from Development Services providing a summary of completed work undertaken as part of the study to identify future uses for Newbold Comyn. This included the results of a survey and an initial high level appraisal undertaken by SLC Consulting (SLC).

The results of the survey could be summarised as:

- Newbold Comyn had a strong identity, linked to the landscape, and played an important role in the identity of the District. It was a valued resource;
- it was a safe and social space;
- it had regular users. Usage was often linked to the landscape but also the Leisure Centre;
- it was accessible by car and on foot; and
- there were significant concerns about future development of the area.

The appraisal undertaken by SLC has indicated that:

- an 18-hole golf course was not financially self-sustaining;
- there were a number of future uses, with varying levels of sustainability and which could complement existing uses / facilities;
- the scale of the area enabled a number of uses to be developed. The next stage of the study should seek to understand how these could be delivered both spatially and financially.

A survey to understand the relationship between residents and the Newbold Comyn area was launched at the Newbold Comyn Park Run on 18 August and closed on 15 September 2018. It was promoted, and widely shared on social media, with 78 shares on Facebook, 67 retweets and 36,067 impressions on Facebook and Twitter (i.e. it was seen 36,067 times but an individual could see it more than once). It was also promoted via: face to face surveys at the Men's Tour finish in Leamington Spa, Warwick Market Square and at Kenilworth Market; leaflets, posters and pop-up banners at Whitnash Library, Kenilworth Library, Warwick Library, Lillington Library and the Pump Rooms; and A0 posters in St. Peter's Car Park and Covent Garden Car Park in Leamington Spa. Paper copies of the survey were also available at Riverside House.

The survey generated 3,270 responses, which was the highest number of responses to an online Council consultation.

The survey was also supported by a leaflet and update to the Council's website that provided background information on the survey area and survey purpose. 90% of respondents said that they had read this information.

Survey questions focused on the relationship between people and the place, such as how they used it, how they perceived it, what they valued and any concerns. This provided context to any proposals for future uses (i.e. was a proposed use in line with / enhanced people's existing relationship or could it be perceived as a threat?) It contributed to the evaluation of possible uses. It did not ask about specific future uses as it was felt that there wasn't a clear evidence base to evaluate the extensive list of uses that such a survey could generate.

Of those who responded, respondents were:

- 42.9% male, 54.9% female (2.2% preferred not to say);
- 94.2% white/ white other;
- 93.3% did not consider themselves to have a disability (3.1% preferred not to say);
- 71.5% were aged between 30 and 59.

The high level of responses was a positive achievement. However, some population groups were under represented – young people, BME communities and people living with a disability. This might be a reflection of people who used Newbold Comyn, but any future engagement should take note and respond accordingly to ensure future uses would appeal to all communities.



Survey respondents identified a strong relationship between Newbold Comyn, themselves and the Council. When asked if they agreed or disagreed with the statement *I identify strongly with this place*, 67.8% agreed or *strongly* agreed. Respondents were attracted to the landscape and activities that took place there. 96.7% of respondents believed that Newbold Comyn strongly supported or supported the Council's mission to make Warwick District a great place to live, work and visit. A table providing percentages of answer choices was included in the report.

Newbold Comyn was both a social space and a personal space. Respondents were more likely to visit with a friend or partner (75.9%) or family (68.9%) than as individuals, though a significant number of visits were of this nature (66.4%). It was a space where respondents felt safe (76.8% scored 4 or 5 when asked to agree or disagree with the statement *I feel safe at Newbold Comyn*) and where different user groups 'get on', despite the potential conflict between users e.g. dog walkers and golfers.

Respondents were likely to be regular and frequent users. A majority (52.9%) visited at least once a week and 28.8% visited at least once a month. At the time of survey, free and possibly seasonal uses dominated the responses; walking, running / jogging, dog walking, picnics etc. When asked *What do you use Newbold Comyn for?* respondents were most likely to be walking (78.6% of respondents), visiting the leisure centre (62.4% of respondents) or running / jogging (54.9% respondents). An extensive list of additional uses was also identified in free text. These included a number of low scoring responses (e.g. *well-being, rounders, skate park, winter activities, Frisbee etc.*, categorised as Other). A table providing more details was included in the report.

The Leisure Centre was a significant attraction for Newbold Comyn. It fully opened after the completion of the survey and it might be that it played a more important role now.

Respondents were asked what the best things about Newbold Comyn were. Three options were identified by more than 70% of respondents as a 'best thing', all relating to the landscape: *the open space* (88.3%), *the trees and woods* (83.3%) and *it is peaceful* (73.9%). Other aspects that were rated as a 'best thing' by more than 50% of respondents included its proximity to Leamington Spa (68.8%), the views (67.4%), Riverside walk (60.9%), wildlife (56.9%) and the wildlife reserve (56.1%). The golf course was identified as a 'best thing' by 20.5% of respondents.

Respondents were also able to provide a free text response. This generated 363 responses, a table of which was included in the report. These responses reinforced the impression of the importance of landscape and openness.

Respondents were almost as likely to walk to Newbold Comyn (65.8%) as travel by car (69.9%). They were very unlikely to use public transport (1.7%). People aged 18 – 29 were more likely to walk (43.1%) than use a car (35.17%).

Most of the access points to Newbold Comyn were along the western edge of the area where it was adjacent to Royal Leamington Spa. Many of these routes took visitors through residential areas. The most popular access point to Newbold Comyn was Newbold Terrace East, a route that flowed through from the town centre and adjacent residential properties before it reached the leisure centre and car parks within Newbold Comyn. A map of the access points was included in the report.

Parking was not a significant issue for respondents. When asked to agree or disagree with the statement *It is easy to park at Newbold Comyn*, 60.8% agreed or strongly agreed. However, it wasn't possible to identify how many respondents were local residents or the extent to which non-regular users were dissuaded from using the space due to a perceived parking issue. It should be recognised that an increase in usage due to an improved offer was likely to create more parking demand.

Respondents were asked *What would make you visit Newbold Comyn more often?* The most popular responses (64.7% of respondents) was *having more time/ free time* – a factor not in the Council's control. The second two most popular responses were *more events and activities* (43.1%) and *more green space and wildlife* (30.8%). This suggested that future planning would require a careful balance between two potentially conflicting developments.

Respondents were also asked if *I would be happy to pay for activities if it contributed to maintaining the area*. 41.2% scored they strongly agreed or agreed, and a further 32.6% scored their response 3, suggesting some charging for activities would be accepted by the majority of users in the right conditions.

When asked *Do you have any concerns about the future of Newbold Comyn?* respondents were invited to respond with free text. The three most responded categories (and only ones with a response rate above 8.5%) were property development (38%), loss of current amenity (20.3%) and too commercialised / over developed (15.5%). A table with further details was included at Section 3.23 of the report.

It might be inferred that underpinning each of these was a fear of losing the 'natural resource' or 'openness' of the space. While greenbelt planning policy would mitigate against this, there would be concerns to be addressed in any future rounds of public consultation. Masterplanning would need to take note of these concerns.

The appointed consultants, SLC, undertook a number of activities as part of their brief, including undertaking market engagement, consultation with stakeholders and a workshop with Ward Members and relevant Portfolio Holders.

The consultants' brief had requested a shortlist of up to five options that could be viably and practically delivered and managed. However, it was the consultant's opinion that the scale of the area enabled a broad range

of options to be considered. SLC had therefore recommended that options should be presented as a 'menu' of potential future uses.

Based on an initial assessment and feedback from Members and Officers, the following shortlist of future uses had been identified:

- redesigned golf offer, which could include one or more of the following: a par-3 course, adventure golf, driving range, footgolf and reinstatement of pitch and putt;
- outdoor activity centre – final mix of activities to be confirmed through a more detailed feasibility study but could include high ropes / low ropes courses, zip wires, dry tobogganing, climbing, archery, cycle trails, woodland craft etc.;
- 3G artificial turf pitch – full-size floodlit and fenced pitch 100M x 64M plus 6M run-offs, adjacent to existing grass pitches;
- adventure play – advanced and exciting play offer designed to appeal to older children;
- enhanced skate park – small scale enhancement / extension of existing facility;
- cycle routes / trails – designated cycle routes, ideally separate from pedestrian routes;
- visitor Centre / Café – a food and beverage offer (possibly by repurposing former golf clubhouse) that was complementary to (not conflicting with) existing provision on the wider site e.g. pub and leisure centre. Included public toilets and information/interpretation on ecological interest on site;
- nature reserve – extension to the existing Leam Valley Nature Reserve to occupy part of the wider Newbold Comyn site;
- woodland nature trail – educational trail aimed at children and families incorporated within suitable wooded area on site and linked to visitor centre / café;
- trim trail – c. 10 wooden exercise 'stations' located on suitable route around the park; and
- community garden and sensory garden – community garden to provide opportunities, through 'Green Gym' initiative, for physical activity for those less mobile or less interested in traditional fitness activity. Sensory garden to be located close to visitor centre / café to provide attractive focal point.

Based on a high level commercial assessment of each of the options, SLC had suggested that the right combination of facilities with the right market conditions could provide a positive net revenue position of £100k per annum.

This compared to a commercial assessment of re-provision of an 18-hole golf course which was likely to require an annual subsidy of around £100k (in addition to reinstatement costs).

In addition to the core offer identified above, internal discussions with Members and officers had highlighted additional, non-sporting opportunities. These had not been subject to a commercial appraisal but were unlikely to generate substantial revenue. Rather, they might be

considered as complimentary activities that would reinforce the identity of the area. These were: use of public art to create/ support trails; use of outbuildings to create artists' studios; the need for signage and interpretation and memorial tree planting.

The SLC report concluded that the next stage of the study should focus on a masterplanning exercise and detailed business appraisal to understand how proposed uses could be delivered / managed while supporting the existing relationship between people and Newbold Comyn.

To ensure the future sustainability of the area, it was recommended that local people and stakeholders were involved in the masterplanning process. This would enable the masterplan to develop a proposal that was shaped, and therefore expected to be supported by, users and stakeholders. This should provide the Executive with confidence as to the sustainability of the final proposal.

Members were recommended to approve the principle of consultation. If the recommendations were adopted, officers would work with a suitable consultant to develop a consultation strategy (reflecting the survey results) to be approved by the Executive at a later stage.

It was anticipated that this round of consultation would take place in the summer of 2019. It was understood that a greater diversity of uses took place during the summer, which would support the quality of engagement. It was also hoped that the wider strategic picture would be clearer post-election.

It should be noted this consultation would look at commercial options. However, the focus would be around finding a financially viable use that maintained the theme of open space which was clearly valued by users.

A number of possible uses had been identified for the existing outbuildings adjacent to the Newbold Comyn Arms, as detailed in Section 3.27 of the report. A purely commercial appraisal of these buildings would provide a benchmark for the evaluation of a final masterplan.

It should be noted that it was not the intention of the Council to develop these as a purely commercial offer, and that there was no intention for residential development on any part of the site. This appraisal was for evaluation purposes only.

This work was not an area of expertise for SLC and did not form part of their brief. It was proposed that this work was undertaken immediately so that it could be shared, as needed, through the consultation process, subject to market sensitivity. It was anticipated that the appraisal would be delivered by a specialist company (i.e. not SLC).

In August 2018, the Council issued a Request for Quotation (RFQ) to undertake a study to identify viable and practical options for future uses of Newbold Comyn. Four consultants responded to this request and the

contract was awarded to SLC, who scored highest overall on quality and cost.

In the time SLC had been appointed, they had fulfilled the requirements of the Project Brief and had provided the Council with an initial high level appraisal of options of future uses for Newbold Comyn. The summary of this work was detailed in Paragraphs 3.25 to 3.27 in the report.

It was recommended that SLC were re-procured to undertake the next stage of detailed work which would include a needs analysis, masterplan development, development costs and business planning and reporting. Further details were included in Section 3.49 in the report.

An exemption to the Code of Procurement Practice was sought due to the level of detailed work SLC had carried out to date, which would inform the further stages of work. If a new consultant was to be procured, they would be starting the process from scratch, inevitably increasing the cost and prolonging the delivery period.

SLC already had a good knowledge of Newbold Comyn, its history and its key stakeholders. It was for this reason an exemption was considered reasonable. It should also be noted that their initial appointment followed a competitive procurement process, to which they were the highest scoring.

If SLC were to be appointed, then, taking the cost of their initial report into account, the total fee paid by the Council would be £55,000.

The Executive approved a budget of £50,000 to procure specialist consultancy advice at its meeting of 7 March 2018. Of this, £14,979 was allocated to SLC under the contract. There was £35,021 remaining unallocated in this budget.

SLC had provided a fee proposal for the next phases of work and they had quoted £39,598 which would exceed the remaining budget by £4,577.

The cost of the benchmarking exercise on the commercial appraisal of the outbuildings had been estimated to cost £3,500 plus VAT. As detailed in there was no remaining budget to pay for this. This work was considered necessary for the project in order to properly evaluate other commercial options.

There was currently £338,000 unallocated in the 19/20 Contingency. It was recommended that the shortfall for SLC's work and the appraisal of the outbuildings was funded from this budget, requiring an additional £8,077 plus contingency, totalling £10,000.

The original budget agreed at the Executive meeting of 7 March 2018 was done so on the basis that that the land would not be available for residential development. This had been reiterated to SLC throughout their engagement and had not been considered in the appraisal exercises carried out to date. It was evident from the public consultation carried out

that users valued the public amenity space and are concerned about future development.

An alternative option to the recommendations in the report would be to proceed without additional engagement. This would risk the Council adopting a masterplan for Newbold Comyn that had a negative impact on relationships with the area leading to a decrease in use.

Another alternative option would be to undertake engagement following March 2019 Executive. However, purdah restrictions would limit the scope of this work.

A third option would be to undertake a full procurement exercise for the next stages of work and not to appoint SLC directly. However, due to the existing knowledge of the project to date and the extensive network of stakeholders created, SLC were best placed to continue with their work.

The Overview & Scrutiny Committee supported recommendations 2.1 to 2.4 and 2.6 in the report. It did not discuss recommendation 2.5 because this was within the remit of the Finance & Audit Scrutiny Committee.

A number of Members expressed their enthusiasm that the consultation generated a great involvement and an overwhelming amount of responses.

The Executive, therefore,

**Resolved** that

- (1) the progress to date with the Newbold Comyn study be noted, in particular:
  - a. the response to the Newbold Comyn survey of the relationship between people and the place;
  - b. the conclusions of the high level appraisal of options by SLC;
- (2) based on the consultation responses and the conclusions of the SLC options study, a further report be considered by the Executive in Summer 2019, setting out proposals for a mix of uses, costs and funding for such uses, which will form the basis for a further consultation exercise;
- (3) a commercial appraisal of existing outbuildings adjacent to the Newbold Comyn Arms proceeds to provide a commercial benchmark value, be approved;

- (4) SLC be appointed to carry out further work to include a needs analysis incorporating further public consultation, masterplan development and business planning with subsequent reporting to the Council, with an exemption to the Code of Procurement Practice;
- (5) £10,000 be made available from the 19/20 Contingency budget to cover the work (with an element for contingency) detailed above; and
- (6) no residential development will be considered in the masterplan for Newbold Comyn.

(The Portfolio Holder for this item was Councillor Coker)  
Forward Plan reference 961

#### 154. **Commonwealth Games 2022**

The Executive considered a report from Cultural Services regarding the Commonwealth Games 2022.

In December 2017, the Commonwealth Games Federation confirmed that Birmingham would be the host for the 2022 Commonwealth Games with the Lawn Bowls and Para Bowls competitions being held at Royal Leamington Spa's Victoria Park.

Following the establishment of a Project Board and an initial Project Initiation Document (PID), a dedicated Warwick District Commonwealth Games Manager was appointed for a period of four years.

The Project Manager had focused on the Initiation Phase during 2018/19 in order to establish an understanding, in liaison with the Project Team, of what needed to be prioritised in order to achieve the objectives of the project. As this phase neared completion, ongoing funding was now required for the commencement of the Project's Delivery Phase.

Recommendation 2.1 in the report related to an enhanced understanding of the potential for this project to meet the objectives of the Council's Fit for the Future Strategy and to create a lasting legacy.

Members were reminded that the original PID was drafted under very tight timelines due to the reallocation of the 2022 Commonwealth Games, originally awarded to Durban in South Africa, to Birmingham 2022 in December 2017. At that time, neither a Birmingham 2022 Organising Committee nor Wider Stakeholder Community Group had been established. It was therefore identified in the March 2018 Executive report that the PID would need to be reviewed over the coming four years as the details of the project evolved. The content of the work programme detailed in the PID would be developed in more detail during the summer of 2019 and a subsequent report to Executive would provide more detail

of how the funding would be allocated in order to deliver the five key objectives of the PID.

While awaiting the establishment of the Birmingham 2022 Organising Committee, the PID and its five objectives were reviewed following engagement with:

- Birmingham City Council (BCC);
- Commonwealth Games Federation (CGF);
- Commonwealth Games Federation Partnership (CGFP);
- Commonwealth Games Wider Stakeholders Communication Group;
- Commonwealth Games Resilience Group;
- World Bowls;
- Bowls England;
- The Department for Culture, Media and Sport and West Midlands Local Authority;
- Transport England and Transport West Midlands;
- Victoria Park Lease and Licence Holders;
- Warwickshire Further and Higher Education establishments; and
- The Project Board and Project Team members.

Following information and feedback from the above engagement, the five objectives and headline actions outlined in Appendix C to the report were provisionally approved by the Project Board. These were included in the adapted PID attached as Appendix A to the report.

The five objectives and headline actions that had evolved from the updated PID, and in particular the changes to the broader three to five legacy objectives, had been well received during presentations made to:

- The Members' Working Group for the Commonwealth Games;
- Bowls England and their Counties membership;
- Victoria Park Lease and Licence Holders;
- Warwick District Council's Sport Development Network; and
- Warwickshire College Group (Leamington Campus) Advisory Group.

The five objectives within the updated PID also fitted extremely well with the Legacy Pillars confirmed recently by BCC at the inaugural Lead Officers Group meeting and its main aims in their Terms of Reference, which were:

- "to facilitate co-ordinated cross-authority coordination, communication and where relevant, decision-making in relation to the Games;
- to ensure consistency in approach to planning and operational delivery of Games-related activity;
- to provide a forum for key Games partners to engage with the Local Authorities in relation to the Games, e.g. the Organising Committee"

Changes needed to be made to the Board and Organisational Structure identified in Appendix B to the report, in line with Prince2 project management principles.



A number of changes were progressively made in consultation with the original Project Board members.

This new organisational structure had been well received, including by the Warwick District Council Members' Working Group for the Commonwealth Games, various community stakeholder representatives and the Birmingham 2022 CEO and Executive Director of Operations.

The Victoria Park Lawn Bowls facilities, whilst appropriate for hosting national competitions, did require further improvement to host the Commonwealth Games. This necessity also represented an opportunity to make sure investments could make the venue future-proof to host other international and national events, and the sport as a whole, with a readymade "Home of English Bowls". The improvements to the Lawn Bowls facilities could include the quality of the greens, provision for people with disabilities on a permanent basis, lighting to enable evening matches and parking. In short, the improvements would help deliver the objectives set out in the PID. The improvements would leave an enduring benefit in terms of the quality of this important sporting asset.

In addition, there was an opportunity to make sure that improvements also benefitted the park as a whole and also the wider local community and to improve the linkage to the town centre, the railway station and other nearby facilities such as at Warwickshire College. These benefits would also leave an enduring benefit to the area.

However, the Council needed to have a plan in place that it could use to negotiate and to bid for funding from a variety of sources such as Commonwealth Games 2022, the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) and others. It could use existing planned funds e.g. Section 106 contributions to act as leverage where necessary.

It was suggested that a plan should be put together involving a range of organisations that could set out the improvements and how they may be funded, and that officers should be delegated to negotiate and bid for funds in order to deliver such improvements. As well as the work to the greens, officers would scope the works that would be required to improve the support services for the greens the wider park. As an example of the support services for the greens, it was known that the current power supply was insufficient, and it was proposed to install a permanent improvement to this provision, rather than spending money on temporary solutions that only worked during Gametime. Further proposals were being worked up for the wider park. It was proposed that the plan should be prepared in discussion with a range of bodies including but not limited to: Birmingham Organising Committee for the 2022 Commonwealth Games (BOC); Commonwealth Games Federation (CGF); Bowls England; Royal Leamington Spa Bowling Club; Friends of Victoria Park; Leamington Town Council and Warwickshire College.

In terms of the discussions with the BOC and the CGF, the Council signed a Heads of Terms with the CGF prior to the approval of Birmingham as the host to the Games, to ensure that it was clear that the Council was willing

and able to stage the bowls and para bowls competitions. As was customary in such situations, this Heads of Terms would be the basis for further negotiations between the various parties, now that the planning of the Games could begin in earnest. The Council's aim was to secure as much funding and other support as possible to ensure a successful event, but also to ensure that any investment maximised the enduring benefit created for the Park as a result of the Games.

In terms of preparations for the Commonwealth Games in 2022, time was actually quite short so preparation of the "plan" needed to be expedited and in particular, the improvements to the greens and the funding for them needed to be given priority.

The Commonwealth Games Federation had co-operated with World Bowls to carry out an independent survey of the greens in Victoria Park. This survey had produced a technical specification for the quality of the greens required for the Commonwealth Games competition. This had confirmed that there would need to be a programme of significant improvement works required in order to meet this specification.

There was pressure on timelines for venue preparation created because the 2022 Commonwealth Games were only reallocated to Birmingham in December 2017. Negotiations with regard to funding and liability for the programme of works were only about to commence but the first phase of major upgrading works needed to start in the autumn of 2019 and the second in autumn of 2020 if they were to be ready for a test event in the summer of 2021.

The Council needed to pursue all opportunities to secure external funding for, or towards, this capital cost. However, it also needed to consider the full two-year programme of work now in order to assess its commitment to bowls fixtures and bookings during 2020 and 2021 and to ensure minimum disruption to our regular lawn bowls users.

The recommendations therefore sought permission to procure the works and then to seek funding for the total cost of the works, so that the Council could place orders for this work before the deadline of autumn 2019. Officers would report on the outcome of bids to seek external funding in July 2019.

Recommendations 2.7 and 2.8 in the report were to enable effective programming for the years of the project's Delivery Phase, as identified in Appendix C to the report. It was acknowledged that Appendix C to the report only provided an introduction to the likely programme of delivery for this project. This was because the opportunities that were presented by the Games were only coming to light over time. For example, officers had very recently received confirmation from Commonwealth Games England that they were extremely interested in the Council's proposals to host a 'Team England House' at Warwickshire College. Further opportunities such as this would be developed as the project progressed. The Council allocated £100,000 in 2018/19 toward the cost of the Commonwealth Games, out of which the Project Manager post was

funded. At present, only roughly 2/3 of that sum had been spent in 2018/19 and it was proposed to be rolled forward so that in 2019/20 it would be added to the £100,000 which had been agreed to be funded in the Budget for 2019/20. This sum would also now cover the cost of the Project Manager post.

Going forward, as events and the project needed to be planned over a number of years, it was suggested that provision was made in future years' budgets as below:

2020/21	£150,000
2021/22	£150,000
2022/23	£150,000

This would ensure that there was financial provision to ensure the employment of the Project Manager, for key priorities as set out in paragraphs 3.5.4 to 3.5.10 in the report and to build on positive delivery and promotional opportunities undertaken during the initiation phase. This programming would be developed in more detail during the summer of 2019 and a subsequent report to the Executive would provide more detail of how the funding would be allocated in order to deliver the five key objectives of the project.

The significant priorities for revenue expenditure that had been developed to date included the delivery of an inclusive Junior Bowls Initiative in the District and the provision of potential facilities for Team England.

Lawn Bowls was an important sport for Warwick District with Royal Leamington Spa's Victoria Park Bowling Greens recognised as the Home of English Bowls. As the venue of the National Championships, which traditionally lasted for four weeks during the summer season, it provided over £1million in economic benefit to the town of Royal Leamington Spa and the District each year. Royal Leamington Spa's Victoria Park also hosted prestigious Junior International events, with Bowls England keen to develop and promote them as part of their development plans.

The sport of Lawn Bowls was yet to engage fully with younger members of the population and players from ethnic minorities. This initiative also fitted well with Birmingham 2022's promotion of its City being a very young and diverse one. Warwick District's plans to deliver an inclusive Junior Bowls Initiative had been positively greeted by the Birmingham 2022 CEO and Executive Director of Operations, Bowls England's Directors of Development and Coaching and Bowls Development Alliance. Lawn Bowls generally had a decreasing membership and to ensure a lasting legacy from the Commonwealth Games, it was vital to attract the next generation of bowlers.

The resident club at Victoria Park, Royal Leamington Spa Bowls Club had a declining membership. It had struggled in the past to maintain a junior bowls section. It was very keen to use this high profile opportunity of being the venue of the Commonwealth Games Lawn Bowls and Para Bowls

event to work with Warwick District Council to establish a sustainable junior section as a priority legacy.

Three years was the typical duration of sport initiatives part-funded by Sport England or other public sector organisations so it was currently planned to deliver the Junior Bowls Initiative over at least a three-year period, in order to maximise opportunities to secure match funding for this initiative. By confirming to potential funders that the Council had at least three years of funding in place it would increase the likelihood that they would support the project financially with additional funding, allowing more activity to take place.

The Council's Commonwealth Games Project Manager identified a further key priority which was just emerging, which was the provision of a 'Team England House' for Commonwealth Games England at the Royal Leamington Spa campus of Warwickshire College. Such a facility was common at major sporting events and it offered a secluded place for players, coaches, team officials, families and invited guests that were associated with the England team to relax, to meet and to prepare for competition. The College were keen to get involved, and could offer car parking, catering, treatment rooms, social spaces and even accommodation to service this proposal. Commonwealth Games England had just confirmed to the Council that they were very keen to develop such an opportunity for England's bowlers for the 2022 Games.

It was proposed to provide an additional green-keeping resource at the Victoria Park Bowling Greens through the existing grounds maintenance contractor. This was to meet increased demands resulting from an increased programme of works to the greens and associated maintenance and an increased level of 'come and try' and other participation events in association with Objective 2 of this project as identified in Appendix C to the report.

The presence of an additional resource would boost the staff available to conduct a higher level of maintenance for the greens. It would also mean that the facility could be open to the public for longer hours and on a more regular basis, as there would be fewer occasions when staff were called away to other locations.

It was considered that a higher level of greens' maintenance and an increased availability to the public should be an enduring benefit from the Games, and so it was proposed to fund this additional resource in future years as well as in the run-up to the Games.

In terms of other options, it would be possible to choose alternative strategic objectives for this work. However, these objectives, chosen at the start of the project, had received strong support from a number of internal and external stakeholders.

It would also be possible not to set up the funding proposed in the report, and to require requests for funding to be made on an individual basis as they emerged. However, this would be inefficient and would greatly

reduce the responsiveness of the project to make the most of the unique opportunities as they were created.

It would be possible to choose not to have a Members' Working Group with decisions being delegated to the two Portfolio Holders and officers, and for regular update reports to be presented to Groups. However, it was felt important to keep Members closely involved in this work, which had a high reputational impact for the Council.

In terms of funding, it would be possible for a very prudent stance to be taken and factor in funding of the Games from 2020/21 from the Medium Term Financial Strategy, so increasing the savings level that the Council needed to find.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and suggested, with the agreement of the Portfolio Holder, that recommendation 2.8 should be revised to refer to the Executive 'including these within the MTFS subject to Council approval'.

Councillors Grainger and Coker expressed their support and excitement about the long term benefits of this project. Councillor Mobbs reminded Members of the legacy this project was for the park and for the wider district, improving the footfall and providing long term benefits. He was delighted to welcome the Commonwealth Games Project Manager to the team.

Councillor Butler, the Portfolio Holder for Business, was happy to accept the amendment from the Finance & Audit Scrutiny Committee and emphasised the importance of trying to increase the age and ethnic diversity.

The Executive, therefore,

**Resolved** that

- (1) the revised Project Initiation Document attached as Appendix A to the report and the associated priority actions detailed in Appendix C to the report, be approved;
- (2) the revised Governance and Organisational Structure identified in Appendix B to the report, be approved;
- (3) officers are asked to prepare a plan of improvements for the Victoria Park lawn bowls facilities, for Victoria Park as a whole and for the approach to the park;
- (4) the plan of improvements for Victoria Park be produced in discussion with Warwickshire County Council; the Commonwealth Games

Federation; Bowls England; Royal Leamington Spa Bowls Club; Friends of Victoria Park; Leamington Town Council; Warwickshire College and other relevant interested parties;

- (5) officers be delegated authority in consultation with the Portfolio Holders for Cultural Services and for the Commonwealth Games to seek funding from a variety of sources for the improvements set out within the plan, with particular priority being given to the improvements to the bowling greens in Victoria Park;
- (6) the Chief Executive and the Head of Cultural Services be delegated authority, in consultation with the Portfolio Holder for Cultural Services, to carry out a procurement process for the improvement work on the bowling greens in Victoria Park to include the preparation of a specification and to tender the work;
- (7) the Chief Executive and the Head of Cultural Services be delegated authority, in consultation with the Portfolio Holder for Cultural Services, to enter into a contract for the delivery of a package of improvement works to the bowling greens in Victoria Park once funding for the works has been confirmed;
- (8) the roll forward of a £34,750 underspend from 2018/19 Commonwealth Games reserve for use in 2019/20 in addition to the £100,000 agreed in the budget for 2019/20, be approved;
- (9) the inclusion of the following within the Medium Term Financial Strategy, subject to Council approval as part of the consideration of future annual Council budgets, the provision of the Commonwealth Games reserve as follows:

2020/21	£150,000
2021/22	£150,000
2022/23	£150,000, be approved; and
- (10) £20,000 additional recurring costs be included in the Medium Term Financial Strategy from 2023/2024 and for future years for additional Grounds Maintenance in respect of the

provision of an additional groundsman at the Victoria Park bowling greens to help with an enhanced maintenance regime and to ensure that the facility is open to the public for longer hours on a more consistent basis, be agreed.

(The Portfolio Holder for this item was Councillor Butler)  
Forward Plan reference 803

#### 155. **Indoor Sports Strategy (2018)**

The Executive considered a report from Cultural Services seeking approval of the Indoor Sport and Leisure Strategy (2018).

In 2015, the Council adopted its first Indoor Sport and Leisure Strategy based on 2014 data, which set the direction and approach that the Council would take in planning and delivering provision of indoor sport across the district. It was intended that any Indoor Sports Strategy included all indoor sports provision, not only that provided or managed by the Council, seeking to enable a joined up approach to delivery, thus ensuring the most effective use of resources, and the most appropriate mix of facilities in the district. There were two distinct elements to Indoor Sports provision, namely Sports Halls and Swimming Pools.

The Indoor Sport and Leisure Strategy 2018 updated the previous 2014 Indoor Sport and Leisure Strategy. The 2014 Strategy was based on detailed needs and evidence work at the time, and was produced in line with the National Planning Policy Framework (NPPF) at the time. The NPPF was updated in 2018, and set out the requirement for Local Plans to ensure that there was proper provision of community and cultural facilities to meet local needs.

The new NPPF's expectations for the development of local planning policy for sport and physical activity/recreation was set out in paragraphs 96 and 97, which required there to be a sound (i.e. up-to-date and verifiable) evidence base underpinning policy and its application.

The 2018 Strategy was the result of a refresh of the 2014 evidence base, reflecting changes that had taken place over the last four years across Warwick District. The Strategy reflected the results of the updated Sport England Facilities Planning Model (FPM), the significant investment in Council owned indoor facilities in Leamington Spa and Warwick, recognised a range of current leisure facility projects that were already underway, and whilst it firmly remained a district-wide document, it had a focus on the Kenilworth area in recognition of the large number of residential and leisure based projects that were in an initial phase in this area. Appendix 3 to the report showed the changes in priorities between the 2014 Strategy and the 2018 Strategy.

As was the case in 2014, it was essential that the Council had a robust evidence base to support any requests for developer contributions towards indoor sport in the district in the coming years. The FPM was the

recognised methodology for establishing demands for various sports facilities, based on the population and demographics of an area. Appendices 1a (sports halls) and 1b (swimming pools) to the report showed the demand analysis generated by the latest FPM runs for 2017 and 2029. Experience from the last four years had shown that requests for S106 contributions, supported by FPM data, had generally been successful and rarely challenged by developers. Therefore, it was essential that the Council had an up to date Strategy supported by current data.

The updated 2018 Strategy ensured that the long term sports facility needs for the district to 2029 were identified, and ensured that the Council was in a position to deliver not only on sporting provision but also on the Council's health and well-being, and economic priorities. The Strategy had been updated to reflect the latest supply of leisure facilities, including Council-owned facilities, private facilities, schools and universities. It also factored in projections for population growth and the associated demographics up to 2029 in order that future plans by all leisure providers could reflect the needs of the district residents as it continued to grow.

A significant change since the 2014 Strategy had been the refurbishment of Warwick District Council's own leisure assets. The 2014 Strategy recommended investment in the Council's leisure centres, and this became the trigger for the implementation of the Leisure Development Programme and the Phase I projects at St Nicholas Park and Newbold Comyn leisure centres. The re-run of the FPM in 2018 acknowledged the expansion of these two centres, and of other changes in leisure provision in the district and in neighbouring areas. For clarity, the 2018 FPM also factored in the current ambitious sports facilities scheme nearing completion at Warwick University, and the construction of the new 50meter swimming pool at the Alan Higgs Centre in Coventry which would ultimately replace the swimming pool complex at the Coventry Sports and Leisure Centre, Fairfax Street in the city centre which was due to close in the near future.

With specific reference to Appendix 1b (swimming provision), Members were drawn attention to two elements of provision. Paragraph 9.11 advised that, in overall terms, the findings were that Warwick had a sufficient quantity of water space to meet the Warwick demand for swimming up to 2029. There was no identified need for further swimming pool provision. However, paragraph 9.17 stated that the conundrum from the FPM assessment was that (1) whilst the quantity of water space across the District was sufficient to meet projected demand to 2029 and (2) there was some unmet demand located outside the catchment area of a pool, this was insufficient to consider provision of further swimming pools.

Paragraph 9.18 advised that (3) the distribution of demand was such that the public swimming pool sites were very busy pools and (4) there was limited scope to re-distribute demand from public pools to other pools. Paragraph 9.19 stated that further modernisation of Abbey Fields pool site might be needed to ensure the building could accommodate the projected higher levels of usage.



In simple terms, the above paragraphs identified the fact that whilst according to the model, the district had sufficient water space to see it through to 2029, the fact that all the district's public pools were being so heavily used meant that there was insufficient spare capacity in these pools for the anticipated new customers in the district. Therefore, the only way to address this was to provide additional water space in Council-owned pools. This was confirmed in KSP2 and SP3 in the Indoor Sports Strategy.

Paragraphs 7.7 and 7.8 of Appendix 1b detailed the levels of use of the three swimming pools in Warwick District. At the time that the FPM was run (2017), all exceeded the 70% "comfort" benchmark set by Sport England. Table 7.2 in Appendix 1b showed the levels of use in all the pools in the district, and highlighted the comparative percentage between the public pools and those that were private/membership only pools. It should be noted that the average percentage usage level across the district was 61%, clearly within the Sport England guidelines, but this was significantly skewed by the low levels of the private/membership only pools. The proposals to expand the swimming provision at Abbey Fields would increase the water space accessible to local residents. Without the extra water space, local residents would have to use what were already busy public pools, or join private clubs to enjoy uncrowded water space.

Since 2017, the Newbold Comyn and St Nicholas Park leisure centres had both enjoyed significant refurbishment and were both reporting increased attendances, and consequently it was likely that the percentage usage figures for swimming at these sites would have increased. The pool at Abbey Fields had traditionally been very heavily used by a range of customers. There was a very loyal customer base including families, older people and children. Local primary schools used the pool on a regular basis and there were three swimming clubs using the pool as their base. The swimming lesson programme at this pool was very popular and a recent piece of work had identified a latent demand of approximately 1,400 children per annum by 2029. Abbey Fields percentage usage had increased since Everyone Active took over the running of the pool in June 2017 and attendance figures had increased.

Officers had identified an inconsistency in the Strategic Assessment report attached as Appendix 1b to the report and pointed out that the 73% quoted in this table above and in Table 7.2 of Appendix 1b was the correct figure, rather than the 77% quoted in paragraphs 7.7 and in the Summary of Key Findings in Section 9 of Appendix 1b to the report. Officers had spoken to the author of the report and confirmed that 73% was the figure calculated by the data, and was the figure used as the basis for the calculations and the conclusions in the report. The 2029 figure of 81% did not change, and therefore the conclusion that there was a need for more water space to accommodate the growing population by 2029 remained sound. The author of the Strategic Assessment summarised the position: *"In short, the FPM findings are that, Abbey Fields is a busy pool in 2017 and will become even busier by 2029. By then it is projected to be 11% above the Sport England benchmark*

*measure, of a pool being comfortably full, at 70% of capacity used at peak times”.*

Paragraphs 9.13 to 9.16 of Appendix 1b to the report highlighted the relationship between provision in Coventry and Warwick District. Given the proximity of Kenilworth to large residential areas of Coventry, there was a particular relevance when considering the future provision in Kenilworth. It was also crucial to note that Abbey Fields pool currently operated at 73% of pool capacity, anticipated to grow to 81% by 2029. These figures exceeded the Sport England benchmark capacity of 70%, and highlighted that the Abbey Fields pool was already a very well used pool, with little spare capacity for new users. If there was new demand from Kenilworth residents and further imported demand from Coventry, then the pool would not be able to accommodate this extra demand unless more water space was provided. The point was also made by the consultant who carried out the Strategic Assessment for provision of Swimming Pools in Warwick District Council, that the location of the current pool was the best option in terms of accessibility for the local population both at the present time and following the expansion of the town by 2029.

Members were reminded of the work that was underway to confirm the development of sports facilities in Abbey Fields and Castle Farm in Kenilworth. The initial scoping of both projects was based on the 2017 FPM evidence base and the subsequent 2018 Strategy that was being discussed in the report. Whilst at the start of the Kenilworth Leisure project the Strategy was yet to be adopted, the FPM was essential in confirming where there were existing gaps in provision and where demand would outstrip supply in the life of the current Local Plan to 2029.

Within the 2018 Strategy, there were a number of priorities identified that had a direct bearing on the emerging Leisure Development Programme. In terms of swimming provision, KSP2 recommended for Abbey Fields that “in order to find increased swimming capacity in the district, further modernisation of the Abbey Fields site should be explored to ensure the centre can accommodate projected higher levels of usage. This will need to include options for increasing water space at the site”. Priority SP3 also stated that “As part of any swimming pool refurbishment programmes the Council will seek to increase the amount of water space through modernisation and the configuration of new layouts. Priority in Kenilworth in line with KSP2”.

The new Strategy identified a priority for the Council to continue its investment in sports halls, with KSP2 recommending that “the redevelopment of Castle Farm Recreation Centre should consider increasing the size from a four court badminton court sports hall to a six or even eight court hall”. This was backed up by SH3 and SH4 which referred to the Castle Farm refurbishment and any opportunities that emerged as part of the new school proposals in Kenilworth. There was also reference to the principle of protecting any existing community use agreements for school sports halls, and to ensure that any new sports halls should comply with the latest Sport England dimensions (SH5).

In the same way that the outcomes of the FPM and the Strategy had been used to support the development of the Council projects, officers had also shared the documents with Kenilworth School, and used them to inform the Community Stadium and the new secondary school on Oakley Wood Road projects. Whilst the Kenilworth Wardens and Kenilworth Rugby Club projects were largely focussed on outdoor sports, both had some element of indoor sport and therefore officers had also shared the documents with these organisations in support of their ambitious projects.

Working alongside WYG Environment Planning Transport Ltd (previously Neil Allen Associates), officers were also in the process of updating the needs and evidence base for Playing Pitches and Outdoor Sport along with a new Strategy and Action Plan. Together, both pieces of work (the Indoor Strategy and the Playing Pitch Strategy) provided a coordinated and long-term approach to sports facility provision and planning across Warwick district for both indoor and outdoor sport.

In terms of alternative options, the Council could have chosen not to update the 2014 evidence base and Strategy and continue to use the 2014 documents for forward planning purposes. This was contrary to the advice from Sport England and would leave the Council exposed to risk as outlined above. Therefore, this was not considered a viable option.

Councillor Coker, the Portfolio Holder for Culture, reminded Members that the District was running at full swimming space capacity, and it was important to deliver the additional swimming space for residents.

The Executive, therefore,

**Resolved that**

- (1) the evidence base and the outcomes of the most recent Sport England Facilities Planning Model used to inform the Indoor Sport and Leisure Strategy 2018 attached as Appendices 1a and 1b to the report, be noted;
- (2) the Indoor Sport and Leisure Strategy (2018) attached as Appendix 2 to the report, be approved; and
- (3) the equivalent revised Playing Pitch Strategy, including an Athletics Needs Assessment, be brought a future Executive meeting in July 2019.

(The Portfolio Holder for this item was Councillor Coker)  
Forward Plan reference 994

**156. Men's Cycle Tour of Britain 2019**

The Executive considered a report from Development Services seeking approval for funding following the request to have the start of the Men's Tour of Britain in the District on Friday 13 September 2019. The report summarised the economic impacts of the Women's and Men's cycle tours 2018, both of which included a finish in Royal Leamington Spa.

In June 2018, Leamington Spa hosted the finish of the Women's cycle tour. Official organiser figures stated that The Women's Cycle Tour 2018 brought around 20,000 visitors to Royal Leamington Spa on the day of the Tour, with an expenditure total of £434,058. In addition, feedback indicated that 87% of race watchers described the race as "very enjoyable" and 67% were inspired to cycle more often. Highlights of the event were shown on ITV4 on the day of the race, with further coverage of Royal Leamington Spa.

This was the third consecutive occasion that the Women's Cycle Tour had been hosted in Warwickshire. The organisers of the Women's Tour had a policy that they would rotate hosting Counties after three events and for that reason, the Women's Tour would not be returning to Warwickshire in 2019.

In September 2018, Leamington Spa hosted the finish of the Men's Tour of Britain which included appearances by Tour de France winners Chris Froome and Geraint Thomas. The impact report from stage (Nuneaton to Leamington) was shown in Appendix 1 to the report. The headlines from this were:

- a) the event attracted 170,000 visitors, over half of whom were from outside Warwickshire;
- b) the net expenditure across Warwickshire was £1.66m of which £135,332 was in Leamington Spa;
- c) there was higher expenditure associated with the start than finish due to the higher number of overnight stays; and
- d) 44% of visitors to the events associated Warwick District Council with the events (and 46% associated Nuneaton and Bedworth Borough Council).

In 2019, it was expected that the Men's Tour of Britain would once again see a stage hosted in Warwickshire. Whilst this was still to be confirmed, discussions suggested that the stage could involve a start in Warwick District, (with Warwick itself being a potential location for this), with a finish elsewhere in the County. Officers considered that this could provide a fresh dimension to the District's participation in the Tour, particularly given that Leamington Spa had now hosted three finishes across the two events. As shown in the Impact Report from 2018, starts brought economic benefits that were at least equivalent to finishes and indeed the combination of overnight stays and the potential increase dwell time in the town after the departure of cyclists (for instance by putting on events), provided the potential for greater benefits to accrue from a start. A start also offered the opportunity for crowds to see the participants up close as they were individually introduced ahead of departure. Therefore, whilst it lacked some of the drama of a finish, it actually provided a better

opportunity to appreciate the events and its participants. For these reasons, crowds for starts were generally comparable to the crowds for finishes.

Given the experience of the 2017 and 2018 Women's Tour finishes and the 2018 Men's Tour finish, it was anticipated that £30,000 was required, over and above the £15,000 contribution to Warwickshire County Council to help cover expenses such as traffic management and to support the event publicity. This budget was required to ensure that sufficient stewards, security, engagement and entertainment was provided on the day to deliver an event for all visitors, that would continue to showcase the District through the extended coverage after the event. Whilst the final location of the start had yet to be ratified, Warwickshire County Council had indicated a clear interest in a Warwick District start, with Warwick itself currently being suggested as the preferred location.

The funding would also allow for a comprehensive and fully funded communication plan for the District. This would allow for engagement with the businesses, to help them make the most out of this event. This might be through social media, place making, and town centre activities to ensure that local businesses had the skills and knowledge to gain maximum benefit from this unique event.

The route was still to be confirmed, but should the start be hosted in Warwick or Leamington Spa, officers would work to once again secure a sprint stage in Kenilworth, as well as making the case for the Tour to pass through other parts of the District. With that in mind, the Business Support and Events team would include activities and promotions that maximised the benefits to the towns as well as the wider District within the requested budgetary amounts.

In terms of alternatives, one option was to not support the event. This would remove the risk of the economic impact not being met. Likewise, it would remove the chance of disruption in the local area. However, this option was not being recommended as evidence from previous Tours was that it had the potential to bring a significant economic impact.

Another alternative was to seek agreement to host a finish of the Tour instead of a start. This had the advantage that the organisers and Councils had experience of hosting successful finishes in Leamington Spa and the "template" for this could be repeated (with some small changes) in 2019. This option was not being proposed because officers felt that after hosting three finishes in the last two years, there was a risk that the number of visitors would decline if the event was seen as becoming stale. The proposal to host a start maximised the likelihood of keeping the event fresh and bringing economic benefits.

A third alternative would be to decrease the spending amount on the event to £21,000. This would provide Warwickshire County Council with the £15,000 contribution, and would give the Business Support and Events team £6,000 to provide the organisers with everything that was expected from the start host. This was not being recommended as there

wouldn't be available funds for the team to put on additional activities (which last year included a street party and events around a "big screen" in the Pump Rooms) and would reduce marketing which helped the District make the most out of these internationally publicised events.

One final option would be to support in principle hosting the start without committing Council funding and instead, seeking sponsorship to cover the costs. This had not been recommended as there was a substantial risk that such sponsorship would not be forthcoming and the event would remain unfunded.

An addendum circulated prior to the meeting advised of an additional recommendation, seeking approval to host and fund the start of the OVO Women's Cycle Tour on Wednesday 12 June 2019.

The addendum advised that, contrary to their usual policy, the organisers of the Women's Cycle Tour had approached Warwickshire County Council and Warwick District Council to host a stage of the Women's Cycle Tour on 12 June 2019. It was generally the practice of the organisers to seek a different location once a County had hosted three consecutive tours. Warwickshire hosted the Tour in 2016, 2017 and 2018, with finishes taking place in Leamington in 2017 and 2018. However, due to logistical difficulties elsewhere, the organisers were seeking to return to Warwickshire in 2019 and it proposed to plan this stage of the Women's Cycle Tour on the same basis as the proposals for the September Men's Cycle Tour. Although this request had been made late in the day, officers considered that it was possible to undertake the work required to host a start in the District. To do this, a budget of £30,000 was required in addition to the budget requested for the Men's Cycle Tour. Economic impact assessments of previous Women's Cycle Tours indicated that it had the potential to bring significant economic benefits, as detailed in paragraph 3.1 of the report.

The Finance & Audit Scrutiny Committee supported the recommendations in the report but requested that a stronger economic impact assessment should be made, detailing the benefits from the event to the District as a whole.

The Portfolio Holder for Business, Councillor Butler, reminded Members of how successful past Tours were, and that the District received great exposure from these events. As an example, a 75-second advertisement of Royal Leamington Spa was broadcasted internationally last year, and that in itself was tremendous.

The Executive, therefore,

**Resolved** that

- (1) an allocation of up to £45,000 from the Contingency Reserve to allow the Business Support and Events Team to secure the hosting of the start of a stage of the Men's

Cycle Tour of Britain in Warwick District and to deliver publicity and other events in support the event, be approved; and

- (2) an allocation of up to £30,000 from the Contingency Budget to allow the Business Support and Events Team to secure the hosting of the start of a stage of the Ovo Energy Women's Cycle Tour in Warwick District and to deliver publicity and other events in support the event, be approved.

(The Portfolio Holder for this item was Councillor Butler)

### **Part 1**

(Items upon which a decision by the Council was required)

**157. Community Infrastructure Levy (CIL) Regulation 123 List for 2019/20**

The Executive considered a report from Development Services setting out the proposed Community Infrastructure Levy (CIL) Regulation 123 list for 2019/20 as the basis for focusing the distribution of CIL receipts collected during the year.

In preparing the proposals for the Regulation 123 List, officers had consulted with Infrastructure Providers including Warwickshire County Council, NHS South Warwickshire Foundation Trust, the Clinical Commissioning Group, the Police and other services within Warwick District. These providers submitted proposals for consideration for inclusion in the Reg. 123 list for 2019/20. A full description of the submitted proposals was set out in Appendix 2 to the report. Having assessed these proposals, taking particular account of likely CIL receipts for the year and alternative sources of funding, the recommended CIL Reg. 123 list was set out in Appendix 1 to the report.

In August 2017, prior to the introduction of CIL and in consultation with the Development Portfolio Holder, the following criteria were put forward as the basis for assessing proposals for the Reg. 123 list:

- identified benefits of project (relationship to development proposed within the Local Plan; extent to which project addressed current and projected issues; and anticipated impact on infrastructure capacity once project completed);
- identification of the project within the IDP;
- overall cost of project;
- required level of funding from CIL (taking account of other sources of funding and the degree to which these were committed);
- state of progress (was the scheme clearly planned and deliverable within the timescale envisaged?).

These criteria had been circulated to infrastructure providers to help shape any proposals which they would wish to see funded from CIL and had also been used to assess the proposals as set out in a table included in the report.

These criteria were identified to provide a way of assessing infrastructure proposals from different organisations. Officers had been conscious that, although Warwick District Council was the CIL charging authority and had the ultimate say on where CIL money was spent, the purpose of CIL was to collect money to spend on infrastructure that the community needed. In this context, the relationship between the Reg. 123 List and the Infrastructure Delivery Plan was important. The IDP was underpinned by an evidence base which was prepared alongside the Local Plan. Schemes in the IDP had therefore been identified as being priorities to address the impact of growth. It was therefore reasonable to use the IDP as the starting point for the Reg. 123 list as officers could be confident that the benefits of these schemes had been evidenced and tested alongside the Local Plan preparation and examination.

Notwithstanding this, the IDP was a dynamic document which recognised and responded to changing infrastructure needs. It also needed to be kept under regular review with new items of infrastructure included where these were justified. For this reason, the Council had established an IDP Member Reference Group to review and update the IDP and assess the schemes that had been proposed for inclusion on the Reg 123 list. This group met quarterly, and its work informed both the report and the twice yearly review by the Finance & Audit Scrutiny Committee of the IDP.

Currently the CIL regulations prevented Section 106 contributions being sought for any items that were included within the Reg.123 List. It was therefore important to consider which infrastructure projects were directly related to specific developments (and were therefore best funded through Section 106 contributions) and which related either a large number of developments or did not relate well to any specific development, in which case CIL might be more appropriate.

A summary of the assessment of each proposal was set out in Section 3.7 of the report.

The schemes totalled potentially in excess of £40m. Two schemes, however, could be discounted immediately: the Warwick hospital multi-storey car park (because more work was needed to be done to establish the business case for this and whether it required any other funding to be viable) and the Warwick Wheels Bike Scheme (because this proposal was at a very early stage and needed further scoping before the case for it could be fully understood). This left £32,455,000 of schemes which were identified as fitting the Reg. 123 criteria for the period 2019 to 2024.

This level of demand exceeded the predicted CIL income of between £16.2m to £18.36m. As set out in paragraphs 5.3 and 8.5 of the report, this range recognised that a proportion of CIL receipts would need to be passed to Parish and Town Councils at an amount dependent upon



whether there was a Neighbourhood Plan in place. To manage the risk that development might not come forward in line with the Housing Trajectory, it was proposed that the total cost of schemes over five years to be included within the Reg.123 risks should not exceed £16.2m, in line with the more cautious estimate. However, as noted in paragraph 5.3 in the report there was a further £438k available that had been raised through CIL in 2018/19 but had not yet been distributed. This made total available CIL receipts for the period 2019/24 of £16,638,000. In view of the level of demand identified above, it was therefore necessary to further prioritise these schemes to ensure CIL provided sufficient funds.

Within the table included at paragraph 3.7 in the report, there were a number of schemes that were suitable for inclusion within the IDP and therefore potentially included within the Reg. 123 list. Three of these (Medical facilities - Leamington Spa Town Centre, Warwick Hospital Day Surgery development and Electric Charging Infrastructure Developments) were not, however, proposed for inclusion in the Reg. 123 list this year. The reasons for this were as set out in the table and to reflect the scale of projected CIL receipts. These schemes would be kept under review, and officers would work with infrastructure providers as part of any review of the Reg. 123 list to explore whether, when and how these schemes could be supported.

To align the potential costs with projected receipts, it was proposed that the Reg. 123 List was comprised of the Infrastructure projects set out in the table below and that over the five-year period 2019 to 2024, the CIL receipts contributed accordingly to the following projects. It should be noted that these were the same projects that were on the current (2018) Reg. 123 list.

<b>Infrastructure Project</b>	<b>Requested</b>	<b>Proposed 19-24</b>	<b>Comment</b>
Destination Parks	£3.0m	£3.0m	Project still being scoped. This provides potential to prioritise works to align with CIL receipts, therefore full request may not be required.
Bath Street Improvement Scheme	£3.9m	£3.9m	
Emscote Road Multi Modal Corridor Improvements	£1.66m	£1.66m	
Warwick Town Centre Improvement works	£1.98m	£373k	Unique amongst the major schemes included within the Reg 123 list, these improvement works are made up of a number of smaller discrete projects. It is therefore possible to part-fund the scheme. The amount proposed reflects that requested for 2019/20.
Kenilworth	£6m	£4.2m	Whilst the value of this project remains

<b>Infrastructure Project</b>	<b>Requested</b>	<b>Proposed 19-24</b>	<b>Comment</b>
Leisure (Phase 2): Castle Farm Recreation Centre			strong, and indeed further feasibility and design work undertaken during 2018/19 has been helpful in confirming costs, it is not possible to increase the amount offered by CIL to this project without removing another project. The amount proposed is the same as that offered last year.
Medical facilities - N Leamington (Cubbington/ Lillington)	£4.3m	£2.8m	The requested amount reflects the potential total cost of a new health facility. However as there are likely to be alternative sources of funding, it is unlikely that the whole amount will need to be funded from CIL. It may also be that the scheme, once designed, will be less expensive. Given the level of projected CIL receipts available, the amount being offered reflects the cost of the GP surgery only (not that of a wider "health hub"). The amount proposed is the same as that offered last year. It should be noted that little progress has been made on this project in the last 12 months, notwithstanding the report that was taken to Executive in May 2018 to seek Council support for the project. This is due to resource/capacity issues within the CCG and SWFT. Therefore, although the CCG did not request any CIL funds for 2019/20 (see appendix 2), it is considered that allocating some limited CIL money to support further feasibility and design work would provide an impetus to the project (see table under para. 3.13 below).
Wayfinding	£0.14m	£0.14m	The amount proposed is the same as that offered last year.
<b>Total</b>		<b>£16.073m</b>	

In addition to the above, CIL charging authorities were entitled under regulations to take up to 5% of CIL income as an administrative charge. In order to implement and deliver CIL, the Council had to employ a full-time CIL Administrative Officer and had to invest time and resources changing its systems and procedures. Whilst it was not proposed that the Council took its full 5% (which would equate to over £800k over five years) an administrative charge of £300k (i.e. £60k per year) was considered reasonable. This had been built into the Council's Medium Term Financial Strategy. Taken together with the above list of schemes brought the total amount committed within the Reg. 123 list to £16,373,000; within that of the projected level of CIL income.

In accordance with the calculations set out in paragraph 5.3 in the report, there would be between £2,370,000 and £2,686,000 of CIL income due to the Council during 2019/20, plus the £438,000 of un-allocated money from 2018/19. Taking the lower figure as the basis for allocating money, this gave a total of available CIL receipts in 2019/20 of £2,808,000. Noting that some of the Infrastructure Projects within the proposed Reg 123 list did not require specific funding during 2019/20, it was possible to support all funding requests of those schemes which were in the proposed Reg 123 list. It was therefore proposed that CIL receipts during 2019/20 should be applied as shown in Section 3.13 in the report.

Any surplus in CIL receipts for 2019/20 over and above £958,000 would be carried forward to 2020/21 and applied proportionately to the Reg 123 list priorities for 2020/21. There were two schemes in the Reg 123 list (destination parks and Castle Farm Recreation Centre) which did not specifically require funding in 2019/20. These were included for transparency as each of them would require significant CIL funding in future years and any surplus in CIL receipts in 2019/20 might be applied to these schemes. It was therefore appropriate to include these from the start to ensure Section 106 agreements did not require future amendments.

CIL receipts would be distributed each April and October to infrastructure providers, with the distribution in April 2019 being made in line with the agreed proportions from the 2018/19 Reg 123 list and those made in October 2019 and April 202 being made in line with the 2019/20 Reg 123 list. The money would be paid against an invoice and would be accompanied by a legal agreement which committed the infrastructure provider to spend the money in line with the scheme set out in the Regulation 123 list. In general, the money would be distributed in line with the proportions set out in the table above. However, in the event that total receipts within the year fell short of those predicted, discussions would take place with infrastructure providers and the April distribution would to adjusted accordingly to ensure essential requirements were met.

The making of payments to infrastructure providers in accordance with the above paragraph was a new procedure for the Council which was not covered by any existing scheme of delegation. To allow smooth and timely payments to be made, it was requested that delegated authority was given to the Head of Development Services in accordance with the wording set out in recommendation 2.3 in the report.

To summarise therefore, the Council was currently projecting the following:

Minimum income to the Council from CIL between 2019/2024 (plus any receipts from 2018/19)	£16,638,000
Total value of schemes on which this income can be spent (2019/24) (including an allowance for a CIL admin fee)	£16,373,000

Total CIL income to the Council from CIL during 2019/20	£2,808,000
Total requested during 2019/20 from those infrastructure projects on the proposed CIL Reg 123 list	£958,000

It could be noted that the total projected income for the period 2019/24 exceeds the projects on which this could be spent by £265,000. As noted elsewhere in this report, it was considered prudent not to over-commit funds at this stage, particularly given the difficulties in accurately predicting CIL income over the medium term. Future reviews of the Reg. 123 list would allow all these figures to be considered further to ensure that CIL income was fully spent.

Finally, it should be noted that the Government had recently finished consulting on proposed reforms to developers' contributions. These related both to s106 agreements and CIL. Under these proposals:

- Local Authorities would be allowed to use both CIL and S106 planning obligations to fund the same item of infrastructure; and
- Reg. 123 lists would be replaced with a more transparent approach to reporting by charging authorities on how they propose to use developer contributions through Infrastructure Funding Statements. These would be produced annually and would report 'what has happened' on revenues from developer contributions and the way in which those revenues had been applied. It would also look forward to anticipated revenues from developer contributions and how local authorities proposed to apply them in the following years.

As these changes had not yet been introduced, they had not informed the recommendations in the report. It was likely, however, that the next review of the Reg. 123 list would be as part of a wider Infrastructure Funding Statement.

In terms of alternative options, Appendix 2 to the report set out the full range of proposals that had been put forward by infrastructure providers for inclusion in the 2019/20 Reg. 123 list. From this, it could be seen that a number of proposals had been excluded from the Reg. 123 list. From this full range of proposals, Members could choose different priorities for inclusion. However, this was not recommended for the reasons set out in the report.

The Finance & Audit Scrutiny Committee supported the recommendations in report and welcome the government consultation outcome as set out in paragraph 3.19 of the report and noted that the next report might cover infrastructure delivery more widely i.e. IDP and S106 as well.

The Executive, therefore,

**Recommended** to Council that changes be made to the Scheme of Delegation to give delegated authority to the Head of Development Services as follows: "To enter into agreements providing for the

transfer of funds received, as a result of payments to the Council under the Community Infrastructure Levy Regulations 2010 (CIL), to an infrastructure provider for a scheme which has been agreed by the Council under CIL Regulation 123.”

**Resolved** that

- (1) CIL Regulation 123 List set out in Appendix 1, be approved; and
- (2) the table set out at paragraph 3.13 in the report be used as the basis for distributing CIL receipts collected during 2019/20.

(The Portfolio Holder for this item was Councillor Rhead)  
Forward Plan reference 985

## **Part 2**

(Items upon which a decision by the Council was not required)

### **158. Funding for Chase Meadow Community Centre 2019 – 2022**

The Executive considered a report from Health & Community Protection outlining the reasons why the Council should support Chase Meadow Community Centre (CMCC) financially for the next three years and what operational costs this contribution would cover.

CMCC, a partnership between CMCC Ltd., St Michael’s Church and Warwick District Council, had been operating successfully since its opening in September 2013, serving the residents of West Warwick (Chase Meadow and Forbes Estates). However, since 2017, the centre had been operating in deficit for a number of reasons and this was forecast to increase giving cause for concern to its board as to the viability and sustainability of CMCC.

CMCC’s new Business Plan 2018 – 2021, attached as Appendix 1 to the report, described a comprehensive approach to putting the Centre on a sustainable footing.

The Council prioritised the initial development of CMCC in 2012 through the allocation of staff resource and Council funding. As the owner of the land and the building, the Council had a vested interest in maintaining a supportive role in the on-going operation of the Centre, enabling it to become sustainable and also protecting a valuable Council and community asset.

The appointment of the Community Development Manager in March 2017 had extended the community development programme and also attracted external community revenue funding. Securing this post was critical to CMCC’s future.

This focus on community support activities ensured that the important needs of often 'hard to reach' groups such as low income families, disengaged young people and those facing loneliness and isolation in their own homes were being met.

CMCC provided an increasingly important social service for the West Warwick area but needed 'unrestricted funding' to sustain this element of the centre's service provision.

Other than the Community Development Manager, the only other two paid members of staff were the Centre Manager and Maintenance Manager, both also part time, with there being a heavy reliance on a cohort of volunteers including the directors and trustees.

The Centre had faced increasing utility and building maintenance costs in the last two years. The Executive approved in November 2018 a recommendation to make an emergency payment to CMCC to cover service charges for 2017/18 and the Community Development Manager's salary up to 31 March 2019 pending receipt and consideration of the Business Plan.

Members were now asked to consider the Business Plan and agree funding of £11,500 per year for the next three years to cover the deficit between income and expenditure whilst all the initiatives proposed in the Business Plan were put in place.

In terms of alternative options, CMCC sought funding from other sources (which it was on an ongoing basis in line with their Business Plan), however, the majority of grants were restricted and would not cover staffing and running costs.

If, due to lack of funding, the trustees decided CMCC was no longer viable and they pulled out of the lease agreement then the Council would have to decide whether to take on the management in-house or to go out to tender. Both options would have resource implications and inevitably there would be an impact on service continuity whilst alternative management options were being considered. The preferred option would be to enable the CMCC Board to implement their business plan by providing them with the financial support they needed.

CMCC was a centre run by the community for the community. To take the management back in-house or bring in external operators would have a negative impact in terms of feelings of engagement, empowerment and a sense of ownership by the local community.

Councillor Thompson, the Portfolio Holder for Health & Community Protection, highlighted that supporting Community Centres around the District was very important and thanks to the Council being financially well-run, it was able to step in and help.

The Executive, therefore,

**Resolved** that

- (1) the Business Plan at Appendix 1 to the report, be endorsed; and
- (2) making a contribution to CMCC of £11,500 per annum for the next three years with the funding being allocated from the Community Projects Reserve (CPR), be agreed.

(The Portfolio Holder for this item was Councillor Thompson)  
Forward Plan reference 984

**159. Arts Service Framework**

The Executive considered a report from Cultural Services regarding the Arts Service Framework. In 2018, Warwick District Council's (WDC) Arts Section successfully bid to be the subject of a Cultural Peer Challenge. The Peer Challenge programme, which was fully funded by Arts Council England (ACE) and delivered by the Local Government Association (LGA), was specifically aimed at those Local Authorities that were committed to developing their Arts services. Access to the scheme was in high demand and WDC was one of only three Councils in England to be awarded it in 2018.

The Cultural Peer Challenge was an external, impartial review of the Council's Arts Section that focused on the potential for improvement and the impact of the Arts upon WDC's strategic priorities. The review was carried out on site by the LGA Peer Challenge team over two days in July 2018 and resulted in a very positive report with a number of practical recommendations. The Arts Section's original Position Statement and the full report from the Peer Challenge team were both included as Appendix A to the report and provided the wider context to the report.

The Peer Challenge team identified that WDC was excellent at delivering services directly from its own cultural facilities and that significant improvements had been made in recent years. However, despite having an exceptionally strong creative economy including one of the most significant digital clusters nationally, there was an apparent lack of strategic planning and collaboration with key partners (within the Council and externally) which could maximise the impact of that wider creative sector upon Warwick District for the benefit of residents and the local economy.

Officers had now considered the outcomes of the report and its twelve recommendations and prioritised them. The recommendations carried forward to Executive within this report would allow the Arts Section to become more strategic and outwardly focused. Officers believed that there was a necessity for WDC to use its influence to stimulate the growth and impact of the arts by providing leadership to, and working in partnership with, the District's creative sector rather than concentrating solely on its

own service delivery and cultural facilities (all of which were currently located in Royal Leamington Spa).

The Peer Challenge team were impressed by the Arts Section and the scale of opportunities arising from within the creative sector in Warwick District and they identified many direct benefits to the Council. However, they also recognised that further resources would be necessary in order to maximise the impact of those opportunities for the District over the next three to five years. The impact of Coventry's year as UK City Culture in 2021 and the emerging Creative Quarter were singled out as particularly unique opportunities. (A briefing note regarding the potential benefits offered by Coventry City of Culture 2021 was included as Appendix B to the report).

It was a key finding of the recent Cultural Peer Challenge that the Arts Section was currently operating at capacity and that in order to develop further and maximise the impact of the unique opportunities arising within the creative sector during the next three to five years' additional resources would be required. Primarily, these resources included additional personnel and a supporting facilitation budget.

The current role of the Arts Development Officer had been reviewed in order to re-focus the responsibilities of the post to assist the Collections & Engagement Manager and Arts Manager with the co-ordination and development of arts activity throughout the District.

The Arts Development Officer was an existing role in the Collections & Engagement team and was currently a 22.2 FTE post. Officers anticipated that Warwick District's arts sector would require greater levels of support over the next three years on the lead up to and during the City of Culture year in 2021. A temporary increase in working hours was proposed for a fixed, three-year period in order to meet that demand. This period would include the lead up to the Coventry City of Culture, the year itself in 2021 and sometime afterwards for legacy work.

The Arts Development post would provide information and support services to arts organisations and creatives, as was previously the case, but there would be less strategic focus and a greater emphasis on the role taking more 'hands on' approach. The revised key responsibilities of the role were detailed in Section 3.4 in the report.

The Arts Development Officer post was currently vacant and it would be the intention to review the role immediately with the aim of permanently recruiting to the post by late May 2019.

It was proposed that the new role of Projects & Development Manager (Arts) should be created on a fixed-term basis. This role would report directly to the Arts Manager and assist them with the development of the outward facing, strategic elements of the service. The role would work closely with all teams within the Arts Section and the Arts Development Officer in particular.



It was a key recommendation of the Peer Challenge that the Arts Section should increase its focus on commercial opportunities and the marketing of its own activities, as well as its partners. There was a need for an increasingly entrepreneurial approach to generating income through developing relationships with commercial partners. This new role would be responsible for researching and proposing new commercial opportunities, as well as delivering specific projects. The key responsibilities of this role were detailed in Section 3.7 of the report.

If good progress was made with these projects and the impact could be proved to generate significant additional value for the Council, officers might return to Executive at a future date to request that the Projects & Development Manager (Arts) post should be extended beyond 2021.

Another key recommendation arising from the Peer Challenge was for the Arts Section to develop improved intelligence about Warwick District's creative industries and their value to the local and regional economy. Therefore, it was proposed that WDC commissioned an impact study that would result in a comprehensive report that would identify the current profile and impact of the District's creative sector, identify particular strengths and opportunities for growth and reflect on areas of weakness, recommending a reasonable course of action to address them.

The results of the impact study would feed into the formation of the Council's strategic objectives including a new Cultural Framework, the emerging Creative Quarter project and a Public Arts policy. It would also identify issues across sub-sectors where Warwick District Council could potentially make strategic interventions and take a proactive approach in supporting the sector to grow. The draft specification for the impact study is included as Appendix C to the report.

The impact study would also provide WDC with a transparent and replicable methodology that would enable comparable studies to be undertaken internally in the future by the Arts Development Officer so sector growth could be tracked and compared year on year and success evaluated effectively.

It became clear as part of the consultation carried out with local arts organisations as part of the Peer Challenge that WDC required an outward facing strategy or 'Cultural Framework'. There was evidently a great deal of frustration about Warwick District Council's fragmented approach to the creative sector and a perceived lack of support. This framework would be created in partnership with key arts organisations in District and would clarify Warwick District Council's role as an influencer, key funder, collaborator and coordinator within the sector. It was intended to prioritise and resource emerging opportunities and link those opportunities to WDC's strategic objectives across services. It would also clearly identify the benefits and value of the various creative sub-sectors, and how the Arts Section could better help to deliver the Council's priorities.

It would be the aim of officers to complete the framework by June 2019 in order for it to be brought to Executive in July 2019 to be formally adopted

as a WDC strategy. It was anticipated that a request for further funding would also be included as the strategic imperative and work streams were identified during the formation of the framework. (For example, the development of a 'digital creative portal' for the District or the establishment of a specific City of Culture grant fund.

A further recommendation of the Peer Challenge, again arising during consultation with arts organisations during the review, was the creation of a 'Creative Forum'. It was proposed that WDC formed a creative steering group, with representatives from the sector and facilitated by the Arts Section, in order to run a pilot scheme. This 'creative forum' would seek to bring a wide range of creative organisations and individuals together to create links between key creative sub-sectors (particular arts and digital) and explore possibilities for collaboration – with a short term focus on the City of Culture year. The intention was for the Arts Section to host these regular events in its venues that would seek to address gaps in skills and training, help to pool resources, provide leadership and act as a vehicle for better collaboration and partnership.

These events would require some additional budget in order to facilitate them – including guest speakers and trainers, as well as promotion.

The Portfolio Holder for Culture, Councillor Coker, welcomed the report and was pleased with the proposed reorganisation.

The Executive, therefore,

**Resolved** that

- (1) an allocation of up to a maximum of £24,700 from the Community Projects Reserve be approved, in order to fund a temporary increase in the working hours of the current Arts Development Officer post from 22.2 FTE to 37 FTE. This increase would be on a fixed-term basis for the three-year period between April 2019 and March 2022;
- (2) an allocation of up to a maximum of £89,250 from the Community Projects Reserve be approved in order to fund the new full-time, fixed-term post of Projects & Development Manager (Arts) for a period of two years between April 2019 and March 2021;
- (3) an allocation of up to a maximum of £20,000 from the Community Projects Reserve be approved in order to commission a specialist consultancy company to complete a comprehensive impact study on Warwick District's creative sector on behalf of the Council; and that the Arts Manager and Head

of Cultural Services be given delegated authority to draw down this allocation as required in consultation with the Portfolio Holder for Culture;

- (4) the results of the impact study to form the basis of a new 'Cultural Framework' for WDC which be brought forward for consideration at a later date; and
- (5) an allocation of up to a maximum of £15,000 from the Community Projects Reserve be approved, to fund the facilitation of a pilot 'creative forum' scheme, running for a three-year trial period from April 2019.

(The Portfolio Holder for this item was Councillor Coker)  
Forward Plan reference 996

#### **160. Shakespeare's England Funding Renewal**

The Executive considered a report from Development Services regarding the renewal of Shakespeare's England Funding. As part of the budget agreed at Executive in February 2019, £75,000 per annum had been provided for investment in Tourism within the District. The report recommended that this investment was made by renewing the Council's financial support for the local Destination Management Organisation (DMO), known as Shakespeare's England.

Shakespeare's England (SE) was established as the DMO for South Warwickshire in 2012. It was the most effective vehicle for the promotion of the tourism offer on regional, national and international stages. The Council's support for SE was renewed in June 2016 for a further three-year period, subject to the satisfactorily meeting an agreed set of performance objectives. The current funding arrangements would come to an end on 31 August 2019.

Since that time, the performance of SE had been monitored by officers and the Business Portfolio Holder had attended SE Board meetings. There had been periods during the last three years when the Portfolio Holder had had to raise concerns through the Board regarding the financial position and progress towards the achievement of the performance objectives. On these occasions, SE had put in place measures to address concerns and in general, officers and the Portfolio Holder had been satisfied the SE had performed at a level that delivered value for money for South Warwickshire as a whole and the District in particular.

The achievement against the performance objectives for Q4 year ending August 2018 (SE's financial and reporting years run from 1 September to 31 August) was shown in Appendix 1 to the report. This showed that SE had, in general achieved improvements against many performance indicators. The main areas where targets had been missed were income

(primarily due to the eCommerce target being missed) and the use of the website. With regard to income, the Chief Executive had provided Board reports throughout the year and had taken in-year action, with the agreement of the Board, to ensure resulting budgetary issues had been properly addressed. Looking ahead, plans were in place to address the key issues with the 2019/20 Business Plan. With regard to the website, the reasons for this target being missed was understood (relating to poor performance of a contractor who was commissioned to deliver a number of website improvements) and SE, again with the full agreement of the Board, had put in place measures for the current year (September 2019 to August 2020) to improve their website profile, including recruiting a new website host which was already delivering improvements. This was set out in the SE Business Plan at Appendix 2 to the report.

In considering whether to continue to provide funding towards SE, it was also important to understand the importance of the Tourism sector to Warwick District's economy and how SE supported this. Appendix 3 to the report summarised the impact of Tourism in 2017 (the last full year for which results were available) for the UK as a whole and Warwickshire in particular. This showed it made up 6% of the County's total economic value, supported nearly 12,000 jobs across Warwickshire, 9.3million trips were made to the DMO area's key attractions every year and that the sector was worth £664m to local businesses.

Looking specifically at Warwick District, Table 1 included in Section 3.4 of the report showed the number of trips, spend and economic value of tourism in the District as a whole.

In terms of town level data, further analysis had been undertaken to show the economic impacts of tourism in Warwick, Kenilworth and Leamington Spa. These assessments were attached as Appendices 4, 5, and 6 to the report. A table included in Section 3.5 showed a summary of the headline statistics.

In terms of value for money in return for WDC investment, Visit Britain, (the National DMO) recorded a national return of £25 for every £1 invested into supporting tourism. Whilst it was a rough comparison (rather than a direct one), the £75,000 invested by Warwick District Council had delivered a return of £362 for every £1 spent in 2016 and £377 for every £1 spent in 2017. It was also worth noting that according to Visit England figures, for the West Midlands in 2017 there was a decrease in trips to the region as a whole by -11% and a decrease in value to the economy of 9%. In this context, Warwick District appeared to be bucking the trend and it was not unreasonable to conclude that the Council's investment in SE and the success SE had had in promoting South Warwickshire both nationally and internationally as destination was proving effective in supporting tourism.

There had been some feedback that by using the name "Shakespeare's England", the DMO was showing a natural bias towards Stratford District at the expense of Warwick District. Whilst this perception was understandable, the reality was different. Officers were clear that using a

brand that had impact on the international stage was vital to the success of all attractions in South Warwickshire. As a result, promoting Stratford and Shakespeare was an effective way of bringing international and overnight visitors in to the area. Once visitors were here (or were planning a trip), other attractions, including those in Warwick District were able to promote themselves and gain substantial benefits from their association with an internationally recognised brand. Visitor attractions across Warwick District (such as Warwick Castle, Kenilworth Castle and Stoneleigh Park [in relation to business tourism]) supported this view and valued the relationship with SE highly.

Having said that, officers considered there was room for SE to do more to promote tourism-related business in the District and would like to see a continued focus on understanding the needs of the District's business and attracting higher levels of membership as a result. It was suggested that this should be a key target for SE in association with the funding renewal. The apparent lack of events in the district on the SE website had been the focus of some criticism from event organisers and elected members. Whilst this was recognised as an area for significant improvement, it must be said that the fault for this did not lie solely with SE. It was true to say that the meaningful liaison with the DMO by WDC had not been at its best over the past 12 – 18 months. The relationship, engagement and closer liaison had recently improved significantly and there was a real enthusiasm on both the part of officers at WDC and the Chief Executive of SE to address these concerns and to make significant improvements in the exchange of information around events and tourism in the district over the next 12 months and beyond. As a starting point, Officers were in discussion with Shakespeare's England regarding increasing the level of tourism trips to Royal Leamington Spa as a stop off point between Stratford Upon Avon and the town of Warwick, which were popular trips amongst international visitors in particular. Concurrent with this work, there would be concentrated effort to promote Kenilworth and the castle there to improve visitor numbers going forward. Should further funding be approved, this work would continue and there would be an increased emphasis on maximising the number of visitors and overnight stayers within the towns of Leamington Spa and Kenilworth as a spin-off to the most popular visitor attraction of Warwick Castle and Stratford upon Avon.

The Key Performance Objectives against which the DMO performance had been assessed were set out below in Table 2, Section 3.10 in the report. It was proposed to maintain the performance objectives for the three-year period for which funding was being proposed. In addition, it was proposed to include a specific target to increase membership of businesses within Warwick District.

In previous years, there had been a set of local (Warwick District) performance indicators designed to measure more specific successes in relation to the District in particular and are in addition to the above. Appendix 7 to the report showed the latest available of these measures. Whilst it was important to bear in mind that the role of the DMO was to work at a macro level across the membership area, and that this had produced tangible outcomes as set out above from an international visitor

perspective, it was further proposed as part of this report that officers, in conjunction with the relevant Business Portfolio Holder, developed a more meaningful and measurable set of local KPI's to the end of the current funding period. These would then be measured on a quarterly basis and reported to the Portfolio Holder, and any other interested Members, so that progress towards these could be tracked and remedial measure put in place if progress was not being made to a satisfactory level. There were many new developments in the tourism sector, including the Tourism Sector Deal, as well as the Commonwealth Games and City of Culture which would indicate it was time to refocus the requirements of the DMO in Warwick District and to this end a new set of KPI's should be developed and agreed with SE in the time specified above.

Membership of the SE Board was important to ensure the Council could continue to influence the work of SE to ensure it delivered value for money for the District. Membership also provided the Council with an opportunity to ensure the organisation was well run and was held to account. It was therefore proposed that the relevant Portfolio Holder continued to take a seat on the Board and that officers continued to meet with SE staff to ensure effective collaboration and partnership on projects and work of common interest.

SE had provided an annual report to the Overview and Scrutiny Committee. The report for 2019 would be delivered in March 2019 and would provide a full update on the performance and activities of the DMO. In order to continue to shape and steer the organisation, it was proposed that this arrangement continued and that performance against the objectives was included in these reports so that Councillors could hold SE to account and could help secure value for money.

In terms of alternatives, three other options had been considered. The first was using the £75,000 tourism budget to provide in-house tourism support, including the potential to recruit a tourism officer. This option was not recommended as the focus of this post would most likely be on promoting tourism within the Warwick District area and the towns therein in isolation of the DMO. This would negate the wider benefits of the tourism sector from the region as a whole, including the international element which was a primary focus of Shakespeare's England. The funding for this organisation, along with the strong membership base and the established brand identity enabled it to act as a strong DMO on the world tourism stage. Attendance at major national and international tourism trade shows, exhibitions and expos was already part of the work undertaken by Shakespeare's England, and might not be a practical expectation of one officer at WDC. The recruitment of an in-house tourism officer would not be in a position to effectively link into this established presence, reputation and brand which did exist under the Shakespeare's England operation. It was furthermore felt that having two separate functioning bodies for tourism in the region with one (Shakespeare's England) operating on a macro national and international stage, and the other (a local tourism officer) operating at a micro level would formulate a disjointed approach across the region. The major benefits from Shakespeare's England's work which, as seen, directly impacted on the

region as a whole, and at a town level, would be reduced if this alternative option was chosen.

The second alternative was to use the £75,000 tourism budget (either in full or in part) to fund an alternative organisation to support tourism within the District. This option was not supported because the operation of two separate organisations promoting separate parts of what was essentially one region would be counterproductive and not present value for money. In addition, the derived benefits of being associated with one of the biggest tourist attractions in the country from a national and international perspective would be lost to Warwick District, rather than the co-ordinated offering that was currently in place with Shakespeare's England. Stratford was the main draw to tourists into the region, with Warwick Castle being the next most popular attraction. It was strongly felt that the derived economic benefits that accrued to Warwick District from being associated with the Shakespeare brand should be maintained, rather than two separate organisations working independently.

A third alternative option would be not to fund the DMO in the form of Shakespeare's England and not to adopt any form of specific funding in relation to tourism for Warwick District. This option was not supported due to the evidence of the positive economic benefits and employment levels that the current arrangements had had on the district as a whole and at town level. In addition, there were future opportunities to increase the economic benefits with the onset of the Commonwealth Games, the City of Culture and the Sector Deal for Tourism.

The Finance & Audit Scrutiny Committee noted the recommendations in the report. It strongly encouraged the ongoing dialogue between officers and Shakespeare's England to meet overall objectives and in particular to further promote this district more directly, including its attractions and especially its events programme.

The Overview & Scrutiny Committee recommended that an additional bullet point was added to Recommendation 2.1 to state:

- *Agreement of revised objectives and performance indicators in respect of Shakespeare's England's activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made.*

The Portfolio Holder for Business, Councillor Butler, advised Members that following a constructive debate around the performance of Shakespeare's England involving all Members of the Committee, it was apparent that the current KPIs which were set a number of years ago no longer enabled the Overview & Scrutiny Committee to effectively review the performance of SE as far as the impact on Warwick District was concerned. As such, and as alluded to in the report, there was broad agreement that a full review of SE's objectives and KPI's relating to Warwick District were concerned was needed. Care had to be taken that these were not in conflict, and where possible, should align, with the objectives set by the SE Board of

which Warwick District Council was a member of. Councillor Butler therefore proposed the report, with the amendment from the Overview & Scrutiny Committee.

The Executive, therefore,

**Resolved** that

- (1) Warwick District Council invests £75,000 per annum in the Destination Management Organisation (DMO), Shakespeare's England, for a three-year period covering the period from 1 September 2019 through to 31 August 2022, subject to the following:
  - a break clause, exercisable after 12 and 24 months, that would reduce or cease funding for the remainder of the period to 31 August 2022 if the DMO fails to deliver against the performance indicators as outlined above and in paragraph 3.9 of the report;
  - an annual review option, exercisable on the anniversary of the renewal, that allows the Council to vary its contribution if the total level of funding the DMO receives has altered significantly, thereby reducing the relevance of this Council's contribution;
  - agreement of revised objectives and performance indicators in respect of Shakespeare's England's activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made;
- (2) the Business Portfolio holder (or any subsequent Portfolio Holder with responsibility for business support and economic development) continues to represent Warwick District Council on the Shakespeare's England Board and works with officers to ensure Warwick District receives value for money from this investment; and
- (3) the performance of the DMO against the agreed objectives and performance indicators



is continued to be reported to the Overview & Scrutiny Committee on an annual basis.

(The Portfolio Holder for this item was Councillor Butler)  
Forward Plan reference 1,004

**161. Update on Action Plan following Review of Closure of Accounts**

The Executive considered a report from the Deputy Chief Executive (AJ) setting out the progress on the action plan which was agreed in the report on the Review of the Closure of 2017/18 Accounts in October 2018.

Appendix 1 to the report set out the monthly progress report on the action plan agreed following the Review of the Closure of the 2017/18 Accounts. Progress was to be noted and for the Executive and the Finance and Audit Scrutiny Committee to make any comments.

In terms of alternatives, various actions were considered in the development of the action plan but what was proposed was considered to be an appropriate response to the issues which had been identified.

The Finance & Audit Scrutiny Committee noted the recommendations in the report and welcomed its improved format. The Committee was also pleased to note that the next report would have an associated risk register, with greater analysis of the actions needed to make the 'ambers' green and of the risks associated with each amber staying unchanged.

The Committee also noted the actions completed in respect of revising the journal processes, as required and approved in principle by Grant Thornton, as well as the detailed operational safeguards embodied in it, which were outlined to Members. The Committee would be seeking further assurance that the processes were working as designed, as part of its monitoring of the action plan.

Councillor Mobbs thanked Councillor Quinney, Chair of the Finance & Audit Scrutiny Committee, for the work put into this particular item and the good results were visible.

Councillor Whiting thanked the Chief Executive for being open and honest when dealing with this issue. Councillor Whiting reminded Members that failure to close the accounts was in no way linked with the financial health of the Council and emphasised that the culture within the Finance department and possibly in the whole organisation could be improved.

The Executive, therefore,

**Resolved** that the content of the action plan attached as Appendix 1 and the report be noted.

(The Portfolio Holder for this item was Councillor Whiting)

**162. Decision made under delegated authority CE (4)**

The Executive considered a report from the Deputy Chief Executive (BH) retrospectively reporting the use of the delegated authority, as required by the Constitution.

In January 2019, a consultation was held with the Group Leaders on an urgent decision that required the exercise of delegated authority under CE (4) of the Constitution. Their approval was received to use these powers to place an order with Western Power Distribution (WPD).

Members were reminded that an announcement was made at Council on Wednesday 23 January that the final decision on the HQ relocation project would be deferred until July 2019 at the earliest. Prior to that decision being announced, a confidential briefing was held with the Group Leaders on Monday 21 January (three were able to attend, the other was briefed separately prior to the Council meeting). At that meeting, the issue of an electricity supply reconnection offer letter, provided by WPD was discussed.

WPD had issued this offer letter to PSP, the Council's partners in the PSP Warwick LLP, through which the relocation project had been developed for delivery. The offer letter covered the costs associated with the connection of a new electricity supply for the various elements of the proposed Covent Garden development by WPD. This would involve the provision of two new electricity sub-stations, associated High Voltage and Low Voltage infrastructure and connections to the proposed new multi-storey car park, offices and residential apartments.

WPD held their offers for a limited period and if the offer was not accepted, the process would need to start from the beginning again, potentially resulting in a higher offer price. More importantly, acceptance of an offer guaranteed a 'slot' in WPD's future works programme. Without this provisional allocation, any future offer might not be able to offer the same guarantee of a future place in the programme, depending on what other offers had been accepted in the meantime. In simple terms, this meant that acceptance of the current offer guaranteed a place on the programme, while seeking a new offer at a later date might not.

The offer received by the LLP was due to expire on 23 January. The risk of the offer not being accepted was, therefore, discussed. It was recommended to the Group Leaders that the offer should be accepted and the order placed by the Council, rather than the LLP, given the Council's current and future ownership of the site.

Regardless of any future decision on the proposed developments envisaged for the site under the current HQ relocation project, it was clear that any future re-provision of the current multi-storey car park would require replacement of the current sub-station and connection of a new supply, so it was considered critical to this Council's interests to secure a provisional 'slot' on WPD's future works programme.

The decision required was urgent and could not wait for the next Executive meeting as it was necessary to contact WPD, verbally accept the offer, pending formal placing of the order after a re-issue of the offer letter in the Council's name. The Group Leaders agreed to the recommended approach which involved the exercise of the delegated authority set out in CE(4) of the Scheme of Delegation within the Council's Constitution.

This meeting was the first available opportunity to report the matter as required by the delegated authority.

In terms of alternatives, as the decision had been made and implemented, there were no alternatives to report. However, as noted above, alternatives were considered as part of the decision-making process.

The Executive, therefore,

**Resolved** that the decision made under the delegated authority under CE (4) of our Constitution, in consultation with the Group Leaders, in respect of the placing of an order with Western Power Distribution (East Midlands) plc (WPD), be noted.

(The Portfolio Holder for this item was Councillor Mobbs)  
Forward Plan reference 1,003

163. **Public and Press**

**Resolved** that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraph of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
164	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The item below was considered in confidential session and the full details of this were included in the confidential minutes of this meeting.

164. **Land Purchase at South Crest Farm in relation to the Relocation of Kenilworth School**

The Executive considered a confidential report from the Deputy Chief Executive (AJ).

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

The recommendations in the report were approved.

(The Portfolio Holders for these items were Councillor Mobbs and Rhead)  
Forward Plan reference 1,002

(The meeting ended at 7.26pm)

# Executive

Minutes of the meeting held on Wednesday 3 April 2019 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

**Present:** Councillors Mobbs (Leader), Butler, Coker, Grainger, Phillips, Rhead, Thompson and Whiting.

**Also present:** Councillors: Boad (Liberal Democrat Group Observer), Quinney (Chair of Finance & Audit Scrutiny Committee); Mrs Falp (Chair of Overview & Scrutiny Committee) and Naimo (Labour Group Observer).

Apologies for absence were received from Councillor Coker.

## 165. **Declarations of Interest**

There were no declarations of interest.

Councillor Mobbs, the Leader of the Council, thanked Members of the Executive, Members of Scrutiny Committees and officers for what he considered to have been a very productive year. On behalf of the Executive, Councillor Mobbs thanked Councillor Coker for his wonderful commitment and work over many years, and emphasised that his input and influence would be a loss to the Council.

## 166. **Minutes**

The minutes of the meeting held on 6 March 2019 were taken as read and signed by the Chairman as a correct record.

### **Part 1**

(Items upon which a decision by the Council was required)

## 167. **Procurement Strategy and Review of Shared Service**

The Executive considered a report from Finance proposing a new Procurement Strategy for the period 2019-23.

Since April 2018, the Council had been in partnership with Warwickshire County Council for the provision of Strategic Procurement Support. The initial agreement was for two years, with a review after the first year.

A new National Procurement Strategy was published in 2018 providing clearer guidance on strategic objectives that local authorities should focus on. In addition, increased scrutiny on environmental sustainability, in particular the increasing pressure to reduce single use plastics, needed to be reflected in the Council's procurement objectives and therefore required the Council's Procurement Strategy to be updated.

The purpose of the report was to introduce a new Procurement Strategy 2019-2023 for the Council. The new Strategy would build on the

successes of the previous Strategy by maintaining previous targets while expanding to include new targets identified by both the National Procurement Strategy and the new Council single use plastics policy. The challenges of supporting the local economy and delivering value for money remained as valid as they were in the original strategy. However, to promote focus on key objectives, the new strategy changed its format from the previous strategy, so that those key objectives were more clearly defined.

The new Strategy had been created by collaborating with Warwickshire County Council under the Shared Service arrangement for strategic procurement, as well as through consultation with the Council's Procurement Board, Procurement Champions Group, and Senior Management Team.

The proposed new strategy set out the future direction of procurement within the Council and created a framework for procurement which was aligned to the Fit for the Future and sustainability policies, as well as reflecting best practice and recommendations set out in the National Procurement Strategy for Local Government 2018.

The Corporate Procurement Strategy inter-related with the Council's Code of Procurement Practice. The proposed new strategy reflected new legislative requirements in the UK Public Contract Regulations 2015.

The strategy also set out the objectives that would enable improvements through Procurement, and would also lead to the mitigation of financial, commercial and legal risks.

In January 2018, the Executive agreed to enter a partnership with Warwickshire County Council Procurement for two years from April 2018, with a review after the first year. These new arrangements were entered into following the Council's difficulty in recruiting and retaining senior procurement staff. As a consequence, there was the risk that the Council did not have the resources and expertise to provide procurement advice and support to all projects.

The Procurement Partnership with the County Council entailed the Council retaining two procurement officers (Senior Procurement Business Partner and Procurement Business Partner), and having support from WCC in respect of strategic initiatives and significant projects. Alongside this, the WDC Procurement Team had been able to get additional advice and assistance on other projects throughout the year as and when required.

To enable the Partnership to work efficiently, it was important that the policies and procedures of both Councils were closely aligned. The most notable initiative here had been for the Council's Code of Procurement Practice (CoPP) to be reviewed. As a consequence, a new CoPP was agreed by Council in November 2018. This was a greatly reduced document (29 pages compared to the previous 43 pages), and was very much more strategic, setting out what needed to be done, not how things

needed to be done. The "how" was contained within the many supporting operational documents.

The WCC Head of Procurement had worked with the Council's Senior Procurement Business Partner to produce the proposed Procurement Strategy. In addition, he had supported and attended meetings of the Procurement Board, Procurement Champions and Finance and Audit Scrutiny Committee.

The projects specifically supported by Warwickshire County Council Procurement during 2018/19 included the Leisure Option phase 2 (Kenilworth) and Covent Garden Redevelopment (construction and demolition).

To assist in the reviews of the shared service over the last year, views had been sought from managers across the authority with responsibility for contracts. This review was primarily carried out via "SurveyMonkey". In addition, views were sought from Heads of Service at the Procurement Board.

The responses received had been very positive. Officers appreciated the accessible in-house support from the WDC Procurement Team, and also the availability of more strategic or technical support from WCC. It should be noted that there was a minority of respondents that were not aware of the partnership.

Discussions had been held between the Head of Finance and WCC Head of Procurement to review the partnership. Both were very pleased with the progress and success of the partnership over the last year. As referred to earlier, having the main Codes aligned had greatly helped, even though the thresholds adopted by WDC were below those for WCC.

The projects worked upon by WCC had been fewer than anticipated. Several projects flagged up 12 months ago had not progressed to the stage of requiring any great input from WCC. In future, it would be necessary for officers to give more consideration of the timeline of projects so that Procurement resources (WDC or WCC), could be better aligned.

The WDC Procurement Business Partners had benefitted from the professional advice and support from WCC. This had been particularly important given the lack of long term procurement experience of the team.

Appendix B included the record of progress against the 2018/19 Procurement Action Plan as agreed by Members in April 2018.

The operations over the last year had helped to "de-risk" procurement and encourage good procurement practice across the Council. However, further improvements were planned, notably in seeking to instil good contract management practices across the Council. During 2019 WCC

Procurement would lead on Contract Management training for contract managers.

The Procurement Partnership was initially agreed for two years to 2020, with a 12-month review. Based on the first year's success, it was proposed to extend the partnership to 2023. This would align with the period of the proposed Procurement Strategy. Given that the Partnership had only been in operation for a single year, it was proposed that a further review should be undertaken and reported to Members in 12 months' time.

Following the creation of the Partnership, a programme board of senior officers (WDC and WCC) was established to oversee the Council's procurement progress. This board had agreed the programme of work for 2019/20 and was detailed at Appendix C to the report. This programme was in effect the business plan for the coming year as it had considered the anticipated work and resources necessary to deliver the programme.

In terms of alternative options, Members could choose not to agree the new Procurement Strategy, or to propose changes to it. The new Strategy was intended to provide clear objectives and priorities for the Council's procurement function and to align the Council with the National Procurement Strategy, with these objectives not being achieved if the new Strategy was not accepted.

The Council could revert to relying entirely on an in-house procurement team. This was not proposed due to the benefits over the last year from the new arrangements, and the increased risks that would be encountered in seeking to maintain an in-house team to provide the same level of overall service.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

The Executive, therefore,

**Recommended** to Council that the Procurement Strategy 2019-2023, at Appendix A to the report, be approved.

**Resolved** that

- (1) the success of the Procurement Partnership for the first year be noted;
- (2) the Partnership should continue for a further four years to 31 March 2023, subject to a further review being reported to Executive in 12 months' time; and



- (3) the programme of work agreed with Warwickshire County Council at Appendix C to the report, be noted.

(The Portfolio Holder for this item was Councillor Whiting)  
Forward Plan reference 1,005

#### 168. **Employer's Agent for New Housing Programme**

The Executive considered a report from Housing seeking approval for a budget to enable the procurement of programme management / Employer's Agent support services for a programme of new Council and market housing over the coming years.

In August 2018, the Executive agreed to pursue a bid to central Government for additional borrowing headroom to finance a programme of circa 340 new Council affordable homes and 107 market homes.

The Government subsequently withdrew the additional headroom programme and instead, removed the borrowing cap, thus freeing Councils to set their own borrowing limits for the Housing Revenue Account, subject to the Prudential Borrowing Code.

The programme of proposed housing schemes was therefore being taken forward. Additional advice and support had been obtained from other local authorities with direct development experience and it had become apparent that a key appointment would be that of an Employer's Agent.

There was no single definition of the role of an Employer's Agent (EA). A model used by some Councils with housebuilding programmes was for a comprehensive service covering:

- programme and project management;
- quantity surveying;
- civil and structural engineering;
- principal design;
- party wall; and
- clerk of works functions.

With this model the contract was then let for up to a specified number of units (for example "up to 500 completed dwellings") and then, as and when a site came forward, the number of units was called off and the contractor provided the services for the site. If the site did not proceed to completion, the contractor was paid for the work that they had done, but the capacity of the contract in terms of unit numbers was not reduced. The unit capacity was only reduced when dwellings were completed. In this way, the bulk of the necessary professional support services could all be mobilised on a potential development site with the minimum of delay.

Other specialist services were sometimes required that were not covered by the EA contract, but these tended to be site-specific and therefore could not be predicted. However, the EA appointment remained important

to these services as well because the EA would identify the need for such services at an early stage and would support the procurement process for the necessary provider.

It was therefore recommended that an Employer's Agent along the above lines should be procured at the earliest opportunity to support the house building programme. It was proposed to let a contract for up to 500 dwellings over seven years. This was a little higher than the original programme referred to in paragraph 3.1 of the report, so as to allow some spare capacity for any new opportunities that would arise during the contract. The detail of any such new schemes would be brought to Executive for approval in the normal way first.

The final cost for the EA service would be dependent upon the contract capacity in terms of number of dwellings, how many sites were investigated and how many came to fruition. An estimate had been included in confidential Appendix 1 to the report.

A full OJEU-compliant procurement process would be required for a contract of this size, and this could be achieved relatively quickly and efficiently through a competitive process with a small number of suppliers on an OJEU-compliant framework or Dynamic Purchasing System or by a direct award if the framework permitted this.

Subject to approval of the budget requested under recommendation 2.1 in the report, and compliance with the Council's Code of Procurement Practice in selecting the contractor as set out in paragraph 3.9 in the report, it was proposed under recommendation 2.2 in the report that the appointment of the contractor should be delegated to the Head of Housing Services in consultation with the Portfolio Holder.

In terms of alternatives, the option of not having any Employer's Agent support had been considered but development of new housing was a technical field that required specialist support that was not available in-house. This would therefore carry major risks and was not an acceptable option.

Another option would be to procure Employer's Agents on a scheme-by-scheme basis. However, this would be inefficient in terms of timescales, introducing delays at the inception of every potential site. It would also be much more expensive in the long term because significant economies of scale would be gained from procuring an agent for a larger number of dwellings.

The option of procuring for a smaller number of sites had been considered with a further competitive process a proportion of the way through the building programme. This would allow the contractor's performance to be assessed and ensure that they did not become complacent over time. However, this again would be more expensive in the long term due to reduced economies of scale. It would also introduce uncertainty and the potential for a hiatus some way into the programme. Furthermore, the same outcomes could be achieved through appropriate contract

management, and including break clauses and extension options within a single contract.

On balance, it was considered that procuring an EA for the whole programme was the best option.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

At Overview & Scrutiny Committee, Councillor Phillips, Portfolio Holder for Housing, undertook to submit a revision to the wording of the Housing Revenue Account (HRA) amendment that would address the concerns raised by the Overview & Scrutiny Committee so that the Employer's Agent ensured that these new homes met the required standards regarding performance-in-use measures of energy efficiency, lifetime homes and renewable energies. Councillor Davison had supplied a form of wording which Councillor Phillips agreed he could use to base the revision as below:

*Councillor Davison's suggested wording:*

*The Council is currently developing "a Plan to incorporate in new-builds funded through the Housing Investment Programme improved housing standards, in-use performance standards (such as identified by the Sustainable Development Foundation), lifetime homes standard and renewable energy installations." Consequently, the Employer's Agent would need to demonstrate experience and expertise in these areas, so that the new homes would be built in accordance with these standards and performance monitored.*

Councillor Phillips thanked the Leader of the Council for his leadership and support over the years. He was in agreement with Councillor Davison and proposed the report as laid out, with the addition of another paragraph, 3.11 to read:

*3.11 The Employer's Agent brief will include taking account of the additional motion in item 11 at Full Council on February 20th 2019 whereby the Council is currently developing "a Plan to incorporate in new-builds funded through the Housing Investment Programme improved housing standards, in-use performance standards (such as identified by the Sustainable Development Foundation), lifetime homes standard and renewable energy installations." Consequently, the Employer's Agent would need to incorporate these objectives, so that the new homes would be built in accordance with these standards.*

The Executive, therefore,

**Recommended** to Council that a budget for the sum identified in Confidential Appendix One be allocated for the procurement of professional support services in the identification, design and build of a programme of up to 500 new homes.

**Resolved** that authority be delegated to the Head of Housing Services, in consultation with the Housing Services Portfolio Holder, to finalise and let a contract for the professional support services.

(The Portfolio Holder for this item was Councillor Phillips)  
Forward Plan reference 1.008

**169. Warwick District Council Strategic Business Plan Template**

The Executive considered a report from the Chief Executive seeking agreement to a template for a Strategic Business Plan to update the Fit for the Future Strategy for a new Administration and for a report back on content at the earliest opportunity after the May elections.

In response the LGA Peer Review follow up reported in February 2019, the Executive agreed that the new Council should prepare a Strategic Business Plan to update the Fit for the Future Strategy for the lifetime of the next Administration and that a report on the template should be brought forward for agreement, allowing officers to prepare baseline information to help expedite the Strategic Business Plan.

The template attached at Appendix 1 to the report was considered by officers to be appropriate in terms of the aspects such a Strategic Business Plan should cover for a Local Authority. This was based upon feedback from the Local Government Association (LGA) and examples from other Local Authorities, and links were provided in Section 3.2 in the report where the examples could be seen.

In considering the template, it was important to understand the purpose of the Strategic Business Plan which should be strategic in nature (hence referred to as the Strategic Business Plan) and should allow the Administration to set out clearly its priorities for its lifetime, i.e. the next 4 years. This would then enable high level decisions to be made about what the Council would and would not do and the resources (people, money, property, etc.) it would allocate in order to achieve those priorities.

The Strategic Business Plan would then set the direction for Service Area Plans; Strategic Projects and the other Supporting Strategies of the Council. This would then filter through to Team Operational Plans and to individual performance objectives so providing a proverbial golden thread. It would act not as the apex of the performance management pyramid but rather as the bedrock. This was shown illustratively in Table 1 in the report.

It was expected that, once agreed, the performance of the Council on the Strategic Business Plan would be reported quarterly, open to scrutiny and subject to an annual update in association with agreement to the annual budget. This reporting process would need to be integrated with that on the budget to avoid duplication of process but also to be clear about the financial performance of the Strategic Business Plan. The same issue

arose in respect of integrating the Strategic Business Risk Register (SBRR) process with reporting on risks of the Strategic Business Plan.

The Strategic Business Plan would be the written manifestation of the long standing Fit for the Future change programme (FFF). Effectively, this would mean that the Strategic Business Plan would be the FFF Strategy version 2.0. The detail of how this would be done would be set out in the report to follow if the recommendations in the report were agreed.

Once the template was agreed, officers could prepare any relevant baseline information (no existing organisation could start with a blank sheet of paper, there were matters ongoing that would have to be dealt with regardless of the outcome of an election though it would determine how those issues were dealt with). Following the election in May, this should enable the new Administration to shape the content of the Strategic Business Plan to reflect its priorities.

It was suggested that if there were any detailed comments that arose from Members, the Chief Executive should be delegated authority to agree any such detailed changes in consultation with all Group Leaders.

In terms of alternative options, the Council had already agreed to develop a Strategic Business Plan so not progressing it was not an option. The Council could, however, vary the format and it was the purpose of this report to seek agreement to the format in whatever shape it took.

The Executive, therefore,

**Resolved** that

- (1) the template attached at Appendix 1 to the report be agreed as the template for a Strategic Business Plan to update the Fit for the Future Strategy for the District Council to cover the period of the next Administration. If any detailed, minor amendments to the template are raised by Members, consideration of them be delegated to the Chief Executive in consultation with the Group Leaders; and
- (2) following the May 2019 elections, a report on the content of the Strategic Business Plan updating the Fit for the Future Strategy be brought forward for consideration at the earliest opportunity.

(The Portfolio Holder for this item was Councillor Mobbs)

170. **Software and Hardware Upgrade for CCTV Service**

The Executive considered a report from Health and Community Protection setting out the update for the digital upgrade of the software and hardware used to deliver the Closed-Circuit Television (CCTV).

The CCTV service fulfilled the following roles:

- providing reassurance – residents, visitors, businesses and their staff felt safer;
- monitoring and directing support to the vulnerable including mental ill health and missing persons;
- monitoring of prolific and dangerous offenders;
- a central point to coordinate and prioritise the response of a wide range of services enabling prompt and effective early intervention; and
- public protection evidence to court standard e.g. Police, Licensing and members of the public.

Since initial original installation, technology had developed rapidly and had evolved, becoming more efficient and adaptable to changing circumstances, particularly since 2013 when the CCTV system was changed from video recording to the Synectics digital system.

The Synectics systems software and hardware was becoming harder to maintain in terms of support and availability of spare parts. Under the Council's contract for maintenance, should the software fail, then the incumbent contractor had to repair or replace it, but this was becoming increasingly problematic due to patching issues or hardware incapability. ADT was the Council's supplier since 2001, supported by a BT line contract.

The Executive report in July 2018 outlined a business case to upgrade the CCTV hardware, software and relocate the service into the new headquarters.

Due to change in the timelines for the relocation of the council offices, this report addressed the first part of the proposed upgrade, namely the upgrading of the digital software and hardware used to deliver the closed-circuit television in the existing location.

To ensure that the upgrade was sufficient to meet needs and provided best value, the ESPO framework 628: Security and Surveillance Equipment & Services, Lot 4 via mini competition had been utilised.

There was a limited supplier group for this work activity and on this occasion, only one bid was received. The bid had been assessed and the expected contract start date would be 16 April 2019, subject to Executive approval.

In order to deliver the upgrade of the service with minimal interruption, it was proposed that the digital upgrade took place with a phased approach. A table was included in Section 3.4.1 in the report, outlining this approach.

A contingency fund of £39,000 had been built into the project to ensure any increase in costs were met to ensure the project was completed on time and to the standard required.

The total of phases 1-3 were higher than the provisional estimates given in July 2018. However, the total costs remained within the £800,000 – £1,000,000 bracket as described at the 25 July 2018 Executive.

As the relocation of the new headquarters had been delayed, the aforementioned costs did not include the phases which related to the relocation of the service, namely:

- installation of a new control room in the new headquarters (phase 4);
- installation of CCTV to the new headquarters (phase 5);
- relocation of hardware to the new headquarters (phase 6); and
- decommissioning of old CCTV control room costs (phase 7).

The project management costs as outlined in the Executive report for staff resources within the organisation were no longer included as these had been found within existing budgets.

There was £250,000 allocated within the Headquarters Relocation Budget for the additional relocation phases. A table included at Section 3.4.6 in the report provided provisional estimated costs (July 2018) for this work.

As highlighted in the previous Executive paper, the upgrade would also deliver annual revenue savings. Following the completion of the upgrade, there would no longer be a reliance on BT line rental, saving approximately £50,000 annually. There would also be a reduction in the maintenance contract. A minimum savings of £16,000 annually on the existing contract of £68,000.

A table included in Section 3.4.8 in the report detailed a total saving of £300,000 over a five-year period, after which an ongoing licence fee of approximately £8,000 would become payable, which would reduce the annual savings against current maintenance costs.

Within the New Homes Bonus allocation for 2019/20, £1,000,000 had been set aside to deliver the CCTV project.

In terms of other options, consideration had been given to the different options of upgrading the software and hardware of the CCTV service or not. However, due to the risks associated with the existing system, these had been discounted in favour of the proposed option.

The Finance & Audit Scrutiny Committee firmly supported the recommendations in the report.

Councillor Thompson, the Portfolio Holder for Health & Community Protection, emphasised that the current system was out of date and that there was a need for an updated one which would allow more flexibility in terms of location. In addition, having mobile cameras would also give opportunities to engage with local businesses.

The Executive, therefore,

**Resolved** that

- (1) the upgrade of the software and hardware technologies for the CCTV service including the introduction of mobile cameras, be agreed;
- (2) the tender returns as detailed in the report, be noted;
- (3) the release of funding of up to £900,000, funded from New Homes Bonus, be agreed;
- (4) the £100,000 allocated from New Homes Bonus for the project which is not required be allocated to the Community Projects Reserve; and
- (5) that phases of the upgrade which have not been included and that these will be included within the new Headquarters project with an appropriate report to Executive at the relevant time, be noted.

(The Portfolio Holder for this item was Councillor Thompson)  
Forward Plan reference 982

**171. Severe Weather Emergency Protocol (SWEP)**

The Executive considered a report from Housing setting out the Council's policy in operating a Severe Weather Emergency Protocol (SWEP), making recommendations for the future of the policy following a change last year to extend the provision from when the temperature was predicted to fall to zero or below for three successive nights to a policy to provide emergency accommodation when the temperature fell to zero or below for one night.

The change approved by Executive in November 2017 was agreed for one year with an agreement to return to Executive to update about other initiatives around homelessness and to approve a SWEP policy for subsequent years. Other reports to Executive had addressed the other homeless activities but a SWEP had not been approved policy going forward.

Last year, the Council decided to extend the provision under the Severe Weather Emergency Protocol (SWEP) from when the temperature fell to zero or below for three consecutive nights to one night. Although this change led to an increase in costs and time resources for staff, these were reasonable and achievable within existing budgets and staff resources and therefore could be extended going forward.



The increased provision ensured that rough sleepers were offered accommodation on more occasions in severe weather, and this was considered a positive change. During the winter 17/18, SWEP was activated on 31 occasions of which 16 occasions the primary provision was at night shelters. This was a significant increase in activity. The Council provided temporary accommodation to rough sleepers that amounted to 101 nights of accommodation. The cost of this was £5,600. Some of these costs would be recovered from Housing Benefit claims. SWEP had been activated on 11 occasions to date during this winter.

The number of rough sleepers that Warwick District Council had accommodated was mitigated by the availability of night shelter accommodation. Last year, shelters were not available every night and in these circumstances, the only other avenue was to provide guest house accommodation. This year, the Council had opened a direct access hostel at William Wallsgrove House. This facility was available every night to provide accommodation for rough sleepers in addition to the night shelters. The provision at William Wallsgrove House had transformed the provision for rough sleepers and would mean that there were less people sleeping rough in general and provided additional capacity to minimise the need for guest house accommodation, reducing additional costs and work for the Allocations & Advice team.

The new SWEP provision therefore could be sustained and would provide a safety net to the provision of emergency accommodation at the hostel and night shelters. We had also reflected on the conditions that were caused by wind, snow and rain and were recommending that the policy was applied flexibly in these circumstances.

Staff working in the Housing Advice & Allocations team checked the weather each day and when the conditions were met, they would activate SWEP. This involved notifying all key agencies working with rough sleepers that SWEP was activated and that there was no need for anyone to be sleeping rough. The agencies would then refer rough sleepers to the provision available or if the accommodation was not suitable, to the Housing Advice & Allocations team.

In terms of alternative options, last year, as part of the original decision to extend the SWEP provision, the Executive considered alternative options including:

- introducing a trigger based on a different temperature;
- use other factors to determine the trigger point; and
- adopt a combination of the above.

The proposal to extend from three nights to one night with temperatures predicted to be zero degrees or below was considered a clear position.

The proposal to add a flexible approach to account for other factors affecting the severe conditions could be rejected if this was considered too vague or more generous than wanted.

The Executive, therefore,

**Resolved** that

- (1) Warwick District Council should continue to ensure overnight accommodation is available to rough sleepers for every night that the temperature is predicted to drop to zero or below; and
- (2) Warwick District Council operates a more flexible policy when there is heavy rain, snow, high winds or similar extenuating factors. So the temperature maybe above zero, at between 1 and 3 degrees centigrade but conditions are such that the Housing Services team consider conditions on the street to be severe. This flexibility allows our staff the ability to react to conditions on the ground.

(The Portfolio Holder for this item was Councillor Phillips)  
Forward Plan reference 989

**172. Corporate Property Repair and Planned & Preventative Maintenance Programme (PPM) 2019/20**

The Executive considered a report from Assets proposing that budget provision of £2,215,400 was made available in 2019/20 to continue the Council's investment in its corporate property assets. The report provided the rationale for the proposed allocation of works against the budget.

The overall budget allocation for the Council's Corporate Property Responsive Repair & Cyclical Maintenance Programme and its Planned & Preventative Maintenance (PPM) Programme had hitherto been informed by stock condition data and contained in a five-year PPM plan, for which 2018/19 was the final year.

This expenditure had enabled the Council to proactively maintain all existing corporate assets (i.e. all assets owned by the Council other than its Housing Revenue Account homes, shops, garages and land) in a sound condition unless or until any future decisions were made in respect of individual assets through a Corporate Asset Management Strategy.

The proposed budget allocation for 2019/20 was based on a review of historic responsive and cyclical repair data and a review of the current PPM data by officers within the Assets Team, in consultation with building managers from other service areas which held or operated specific assets. The Proposed Corporate Property & Planned Preventative Maintenance (PPM) Programme works 2019/20 was set out at Appendix 1 to the report.

For 2018/19, the total budget was £1,668,800. This was split between the Repair element of the budget totalling £656,600 and the PPM programme totalling £1,012,800 (which included £595,000 for work slipped from 2017/18). The majority of the PPM programme work had been completed or, in respect of some the slipped work from 2017/18 found on inspection not to be required as the work had already been carried out utilising other budgets. Consequently, and unlike previous years, there was minimal slippage of works into the new financial year's budget. A major driver for the Assets team re-design was to ensure that additional resource was added to the surveying team to achieve this outcome and the impact on the 2018/19 programme demonstrated that a higher cost programme for 2019/20 would be deliverable.

During the financial year the budget provision was varied, initially with the inclusion of £115,400 of earmarked reserve for the repair element of the budget for work that had not been completed by the end of the previous year and subsequently, with the allocation of a further £136,400 to this element of the budget as part of the Budget report, to reflect budgetary pressures that had emerged during the year. The amended budget therefore totalled £1,920,600 and the projected outturn for 2018/19 was currently estimated as £1,917,400, marginally below budget.

In terms of the 2018/19 budget, the PPM programme would have come in under budget. This was due to a combination of factors: better prices than the initial indicative costs approved in last year's report being achieved on some projects; the omission of works scheduled for the Leisure Centres; the re-allocation of works to HRA owned shops to the HRA budget; the omission of works already completed as part of an urgent responsive repair; and the omission of works to the Victoria Park cricket pavilion that would be now be planned as part of a wider programme of work related to the Commonwealth Games project.

In contrast, the Corporate Property Repair programme element of the budget experienced budgetary pressures during the year. Again this was due to a number of factors: major structural works were identified at 26 Hamilton Terrace with significant movement to the rear wall requiring urgent work to prevent it being classed as a dangerous structure; unanticipated expenditure on repairs to the fountains in Jephson Gardens; unanticipated repair requirements for the Oakley Wood cremators; and pressures arising from the PPM slippage in previous years which required some works to be done on a responsive rather than planned basis. As a result of these pressures, the base budget for 2019/20 was reviewed as part of the budget setting process and increased to £777,400, as explained in Section 5 in the report. The increased Repair budget and the enhanced PPM programme was anticipated to mean the overall budget would not come under the same pressures in the coming year.

There would be some PPM work that was not practically complete at year end and budget would be set aside through the normal Earmarked Reserve process. As stated above, the proposed £79,000 of slippage into the 2019/20 programme was minimal compared to previous years but was necessary to account for those elements of the 2018/19 programme

that had either not been able to commence for unavoidable reasons or which had commenced but not finished due to unavoidable delays. The specific items of slipped work, shown in summary at Appendix 2 of the report, were:

- Abbey Fields car park (indicative cost £5,900) – work could not be commenced until authorisation received from Heritage England as the car park overlaid a designated Scheduled Monument. Following the required consultation process, consent had been received but was not issued in time to allow commencement in 2018/19;
- Assembly Rooms, Town Hall (indicative cost £5,600) - the sanding and resealing of the floor was deferred at the request of the client service area to assist in their facility management of the building and allow the accommodation of existing bookings;
- Pump Rooms (indicative cost £4,800) – work to the staff kitchen had been deferred to allow it to be incorporated with other proposed kitchen improvements in the current year programme to facilitate better value for money being achieved;
- Abbey Fields Barn (indicative cost £57,900) – although work to the scheduled Ancient Monument started in 2018/19 delays caused by adverse weather meant the bulk of the expenditure would fall into 2019/20; and
- Newbold Comyn park – (indicative cost £4,000) – work to repair a wall had been delayed due to a change in the specification

The base budget for Corporate Property Repair and PPM works was set at £1,192,900 for 2019/20 in the February 2019 Budget setting report. The total cost of proposed work for 2019/20 (excluding the £79,000 slippage) was £2,136,400 and accordingly, there was a requirement to draw down £943,500 from the Corporate Asset Reserve. This draw down was to facilitate the proposed 2019/20 PPM budget of £1,359,000, as shown in Table 1 to the report, Section 5.

Subject to approval of recommendations in the report, the works would be procured in accordance with the Council's Code of Procurement Practice, with advice and input provided by the Procurement Team as appropriate.

As with previous years, the cost of the proposed PPM programme was an estimate based on the stock condition surveys undertaken to date and the allocations for each specific element of the programme as set out in Appendices 1 and 2 to the report were, therefore, indicative only. As part of the procurement process for individual elements of the programme, further detailed surveys would be undertaken and the cost allocation for individual items amended accordingly.

This process meant that the indicative allocations were liable to change. Rather than attempt to address this volatility by building a contingency into the budget, a more effective and flexible means of managing the programme was through the use of the delegated authority to bring forward, omit or defer works, provided this could be contained within the overall £1,438,000 budget allocated for the PPM programme, as proposed in recommendation 2.5 of the report. This allowed for the programme to

be managed within the overall budget allocation for the year and provided the flexibility needed to ensure that as service priorities evolved or new opportunities emerged during the course of the financial year, the programme could be re-profiled to ensure that the Council achieved the maximum value for money from its investment in its corporate assets.

A full review of the forward programme for the next five years (as part of the overall 30-year programme) would be undertaken in 2019/2020 in conjunction with the emerging Asset Management Strategy, which was scheduled to be presented to Executive in September 2019.

In terms of alternatives, the Corporate Property Repair and Planned Maintenance Programmes could be reduced to a level that only supported necessary responsive repair works. However, it was considered that this approach would risk reducing the performance of the assets with the lack of a managed approach preventing underlying degradation of the building fabric to be proactively addressed. This would store up longer-term, potentially costlier maintenance liabilities that would have to be addressed in future budget setting.

Members could choose to recommend that only work covered by the recurring base budget should be undertaken, and to not take the additional money from the Corporate Asset Reserve to cover the full 2019/20 programme. However, officers considered that it would be prudent to fully fund the 2019/20 programme as this would ensure that the Council was undertaking preventative maintenance efficiently and that would reduce the risk of diminished building operational performance by making use of available budget within the Corporate Asset Reserve.

The Finance & Audit Scrutiny Committee noted the recommendations in the report.

The Executive, therefore,

**Resolved** that

- (1) the proposed budget allocation of £2,215,400 for the 2019/20 Corporate Property Repair and Planned & Preventative Maintenance (PPM) Programmes, as set out in Table One in Section 5 of the report, to fund the list of proposed works set out at Appendices 1 and 2 to the report, be approved;
- (2) the proposed 2019/20 budget includes £79,000 for works previously included within the 2018/19 budget but which have been subject to slippage for the reasons set out at paragraph 3.4 of the report, be noted;
- (3) the drawdown of funding from the Corporate Asset Reserve of up to £943,500 to support the

2019/20 programme, as set out in paragraph 5.3 to the report, be approved;

- (4) that the Assets Manager, in consultation with the Deputy Chief Executive (BH) and the Procurement Manager, be authorised to procure the proposed works as per the Code of Procurement Practice;
- (5) authority be delegated to the Assets Manager, the Deputy Chief Executive (BH) and the Head of Finance, in consultation with the Finance Portfolio Holder and the Leader of the Council, to approve any amendments to the proposed programme of works listed at Appendix 1 or Appendix 2 and/or revisions to the amount of budget allocated for specific schemes, provided these could be accommodated within the overall PPM budget allocation of £1,438,000, as set out in Table 1 in the report; and
- (6) work will be undertaken during 2019/20 to develop a detailed five-year PPM programme, within the overall indicative 30-year programme, for the corporate property assets and that a further report detailing how this programme should be funded will be presented to a future meeting.

(The Portfolio Holder for this item was Councillor Phillips)  
Forward Plan reference 1,009

### **173. Adoption of the Public Open Space SPD**

The Executive considered a report from Development Services seeking approval of the Public Open Space SPD.

The Warwick District Local Plan 2011 – 2029, adopted in September 2017, contained commitments to bring forward Supplementary Planning Documents on a number of matters, including Public Open Spaces (POS).

The draft version of the POS SPD was subject to a period of public consultation between 28 January and 11 March 2019. The report sought out the outcome of the consultation and recommended adoption of an amended SPD.

The provision of suitable and sufficient Public Open Space (POS) as a requirement of development was an integral part of ensuring that the District was a great place to live, work and visit.

The Public Open Spaces SPD refreshed and updated the previous Open Spaces SPD adopted in 2008, ensuring that the evidence base and

subsequent requirements were robust and appropriate, whilst adapting to changes in the National Planning Policy Framework (NPPF), case law and other legislation.

The SPD had been the result of collaborative work with the Green Spaces team to ensure that the guidance was deliverable and desirable.

The SPD went through an appropriate public consultation period, the representations to which were summarised and responded to in Appendix 1 to the report. As a result of this, there were several minor amendments to be made in order to produce the most robust SPD possible, and these were detailed in Appendix 1 to the report.

Further work with colleagues at Warwickshire County Council Legal Services had resulted in an amended Appendix within the SPD, and this was attached to the report as Appendix 2. These changes provided a clearer framework for the appendix of the SPD, but remained consistent with the purpose of the original. It was not considered that these changes were material amendments and therefore there was no requirement to re-consult.

In terms of alternative options, Members could decide not to adopt the Public Open Spaces SPD and to continue to use the previous SPD. However, this would have a detrimental affect overall on the quality of future Public Open Spaces in the district.

The Executive could decide not to accept the recommended amendments to the draft SPD. However, this would be contrary to the public consultation process.

Councillor Rhead, Portfolio Holder for Development, thanked the Leader, Councillor Mobbs, for his leadership over the years.

The Executive, therefore,

**Resolved** that

- (1) the statement of community consultation attached as Appendix 1 to the report, be noted;
- (2) the adoption of the SPD following the identified amendments set out in Appendix 1 to the report, be approved;
- (3) authority be delegated to the Head of Development Services, in consultation with the Portfolio Holder for Development, to make any further minor amendments subsequently required as a consequence of undertaking the principal amendments set out in Appendix 1 to the report; and

- (4) the adopted POS SPD will be used in the determination of planning applications.

(The Portfolio Holder for this item was Councillor Rhead)  
Forward Plan reference 1,012

#### 174. **Significant Business Risk Register**

The Executive considered a report from Finance setting out the latest version of the Council's Significant Business Risk Register for review by the Executive. It had been drafted following a review by the Council's Senior Management Team and the Leader of the Council.

The report sought to assist Members fulfil their role in overseeing the organisation's risk management framework. In its management paper, "Worth the risk: improving risk management in local government", the Audit Commission set out clearly the responsibilities of Members and officers with regard to risk management:

*"Members need to determine within existing and new leadership structures how they will plan and monitor the council's risk management arrangements. They should:*

- decide on the structure through which risk management will be led and monitored;*
- consider appointing a particular group or committee, such as an audit committee, to oversee risk management and to provide a focus for the process;*
- agree an implementation strategy;*
- approve the council's policy on risk (including the degree to which the council is willing to accept risk);*
- agree the list of most significant risks;*
- receive reports on risk management and internal control – officers should report at least annually, with possibly interim reporting on a quarterly basis;*
- commission and review an annual assessment of effectiveness: and*
- approve the public disclosure of the outcome of this annual assessment, including publishing it in an appropriate manner.*

*The role of senior officers is to implement the risk management policy agreed by members.*

*It is important that the Chief Executive is the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work. However, it is unlikely that the chief executive will have the time to lead in practice and, as part of the planning process, the person best placed to lead the risk management implementation and improvement process should be identified and appointed to carry out this task. Other people throughout the organisation should also be tasked with taking clear responsibility for appropriate aspects of risk management in their area of responsibility."*



In terms of alternative options, the report was not concerned with recommending a particular option in preference to others.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and the risk register.

The Executive, therefore,

**Resolved that**

- (1) the Significant Business Risk Register attached at Appendix 1 to the report is noted; and
- (2) the emerging risks identified in section 10 of the report, be noted.

(The Portfolio Holders for this item were Councillors Mobbs and Whiting)

**175. Rural/Urban Capital Improvement Scheme (RUCIS) Application**

The Executive considered a report from Finance providing details of a Rural/Urban Capital Improvement Scheme grant application by Kenilworth Wardens Cricket Club to replace netting on their three lane outdoor practice nets that had reached the end of its life span and purchase two Bowdry water remover machines.

Warwick District Council operated a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grants recommended were in accordance with the Council's agreed scheme and would provide funding to help the projects progress.

The project contributed to the Council's Fit for the Future Strategy. Without the Cricket Club, there would be fewer opportunities for the community to enjoy and participate in sporting activity which could potentially result in an increase in anti-social behaviour, an increase in obesity (particularly in children) and disengage and weaken the community. If the project work was not carried out in the near future, the outdoor cricket net facilities would become unusable as the netting was nearing the end of its life span; if it was not replaced, health and safety issues would increase and make them unusable. The project would also provide two Bowdry Water Removing machines which, following rain, would help to ensure that the cricket pitch remained available for use, allowing various matches across adult and youth teams to continue.

In terms of alternative options, the Council had only a specific capital budget to provide grants of this nature and therefore there were no alternative sources of funding if the Council was to provide funding for Rural/Urban Capital Improvement Schemes.

Members might choose not to approve the grant funding, or to vary the amount awarded.

Councillor Whiting thanked the Executive, the Leader and the Scrutiny Committees for their support.

The Executive, therefore,

**Resolved** that a Rural/Urban Capital Improvement Grant be approved from the urban cost centre budget for Kenilworth Wardens Cricket Club of 80% of the total project costs to replace netting on their three lane outdoor practice nets and purchase two Bowdry water remover machines, up to a maximum of £3,080, as supported by Appendix 1, excluding vat subject to receipt of the following: written confirmation from Kenilworth Town Council to approve a capital grant of £500 (if the application is declined or a reduced amount is offered the budget shortfall will be covered by Kenilworth Wardens Cricket Club's cash reserves which have been evidenced through their annual accounts and the provision of a recent bank statement)

(The Portfolio Holder for this item was Councillor Whiting)

#### **176. Update on Action Plan following Review of Closure of Accounts**

The Executive considered a monthly update report from the Deputy Chief Executive (AJ) setting out the progress on the action plan that was agreed in the report on the Review of the Closure of 2017/18 Accounts in October 2018.

Appendices 1 and 2 to the report set out the monthly progress report on, and risk register of, the action plan agreed following the Review of the Closure of the 2017/18 Accounts. Progress was to be noted and for the Executive and the Finance and Audit Scrutiny Committee to make any comments.

In terms of alternatives, various actions were considered in the development of the action plan but what was proposed was considered to be an appropriate response to the issues which had been identified.

The Finance & Audit Scrutiny Committee welcomed the report and noted the recommendations in the report and appendices. The Committee accepted that the timing for closure of the final Accounts for 18/19 remained on track for the end of July, as indicated by this report and by

the separate report to Committee by the external auditors, who also contributed to the discussion on this paper. The Committee requested that any bad news regarding closure be immediately reported to the Committee.

Councillor Whiting, Portfolio Holder for Finance, emphasised that the key task for the next administration was to follow through, and although the focus was on the financial year which had just ended, changes were needed which went way beyond that, and those changes should be the focus of the scrutiny committees.

The Executive, therefore,

**Resolved** that

- (1) the content of the action plan at Appendix 1 to the report, be noted; and
- (2) the content of the Risk Register at Appendix 2 to the report, be noted.

(The Portfolio Holder for this item was Councillor Whiting)

**177. Public and Press**

**Resolved** that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraph of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
179	2	Information which is likely to reveal the identity of an individual
178, 179, 180, 181	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The items below were considered in confidential session and the full details of these were included in the confidential minutes of this meeting.

### **Part 1**

(Items for which a decision by the Council was required)

178. **Confidential Appendix 1 to Item 4 – Employer’s Agent for New Housing Programme**

The Executive considered a confidential appendix to Minute Number 168 .  
The appendix was noted.

### **Part 2**

(Items for which a decision by the Council was not required)

179. **Asset Team Redesign – Update Report**

The Executive considered a confidential report from the Deputy Chief Executive (BH) provided an update on the Asset Team redesign.

The recommendations in the report were approved.

(The Portfolio Holder for this item was Councillor Phillips)  
Forward Plan reference 1,010

180. **Purchase of premises in Royal Leamington Spa - Update**

The Executive considered a confidential report from Housing regarding the purchase of premises in Royal Leamington Spa.

The recommendations in the report were approved.

(The Portfolio Holder for this item was Councillor Phillips)  
Forward Plan reference 1,006

181. **Minutes**

The confidential minutes of 6 March 2019 were approved and signed by the Chairman as a correct record.

(The meeting ended at 6.28pm)

# Employment Committee

Excerpt of the Minutes of the meeting held on Wednesday 20 March 2019 at the Town Hall, Royal Leamington Spa at 6.00 pm.

**Present:** Councillor Mrs Bunker (Chairman); Councillors Barrott, Doody, Mrs Evetts, Mrs Falp, Mobbs and Parkins.

## 32. **Apologies and Substitutes**

An apology for absence was received from Councillors Day, Noone and Phillips.

## 33. **Declarations of Interest**

There were no declarations of interest.

## 34. **Pay Policy Statement & Gender Pay Gap Reporting**

The Committee considered a report from Human Resources which presented the Council's Pay Policy Statement for 2018-19, as required under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability. It set out the Authority's policies for the financial year relating to the remuneration of chief officers, the remuneration of the lowest paid employees and the relationship between the remuneration of its chief officers and its employees that were not chief officers.

The report gave a definition of chief officers and lowest paid employees. It covered different elements of remuneration and outlined the guidelines and policies that governed remuneration.

It included mandatory gender pay gap information that had to be reported to central government and published on the Warwick District Council website.

A published Pay Policy Statement was a requirement under the Localism Act 2011 and needed to be formally adopted by the Council each year.

Guidance on the development of Pay Policy Statements stated that authorities should explain their policy in respect of chief officers who had been made redundant and later re-employed or engaged under a contract of service. Currently, Warwick District Council had no policy in relation this, therefore a proposal had been included in the Pay Policy Statement.

In accordance with the Equality Act 2010, with effect from 30 March 2018, it was a requirement to report and publish specific gender pay gap information and this was the second annual statement. Whilst the legislation required reporting of the gender pay gap data, it was important to understand and address the underlying causes of pay gap.

The Human Resources Manager emphasised that the report was not to do with equality and if both a male and a female member of staff were employed at the same time for the same role, they would be paid the

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

same. Rather, the report presented the overall gender pay gap at Warwick District Council.

In answer to questions from Councillors, the Human Resources Manager advised Members that:

- According to the new spinal points, the minimum pay at Warwick District Council was above the national living wage and apprentices were also paid above the lowest level.
- Whilst a direct comparison with other Councils was not available, it sounded that this Council was comparable.
- The Senior Management Team Plus was an equal split, with five males and five females, and the issue was at the most senior level.
- The main reason for the pay gap was that more men were employed in higher paid jobs than women.

On behalf of the Committee, Councillor Mrs Bunker thanked the Human Resources team for all the work they put into the report.

**Resolved** that the next steps within the Gender Pay Gap Report, be endorsed.

**Recommended** to Council that

- (1) the Pay Policy Statement attached as Appendix 1 to the minutes as presented, be approved and its publication for the 2018-19 financial year be agreed;
- (2) publication of the approved Pay Policy Statement on an annual basis with reviews and amendments in-year if required, be agreed; and
- (3) the Gender Pay Gap reporting as at March 31 2018 presented in Appendix 2 to the minutes, be noted.

(The meeting ended at 7.27 pm)

CHAIRMAN

**PAY POLICY STATEMENT 2018/19**

**Introduction and Purpose**

Warwick District Council aims to have a comprehensive remuneration package that is appropriate and fair for all levels of role and responsibility; ensuring that transparency and equality underpins any rewards.

Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit".

This Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the setting of pay for its employees.

The Pay Policy must set out the authority's policies relating to:

- The remuneration of its key chief officers (this includes Chief Executive, Deputy Chief Executive, Heads of Service, Section 151 Officer and Monitoring Officer)
- The remuneration of its lowest paid employees
- The relationship between
  - (i) the remuneration of its chief officers, and
  - (ii) the remuneration of its employees who are not chief officers.

The Pay Policy Statement must include:

- The definition of 'lowest paid employees' for the purposes of this statement
- The Authority's reason for adopting this definition

The Pay Policy Statement must also include the Council's Policy in relation to each of the following:

- Remuneration on recruitment
- Increases and additions to remuneration
- The use of performance related pay
- The use of bonuses
- The approach of payment on their ceasing to be employed by the authority
- The publication of and access to information relation to their remuneration

Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time

In support of improvements in transparency, and mindful of additional requirements of the Local Government Transparency Code 2015, the Pay Policy Statement 2018/19 signposts to the central point of information on the Warwick District Council website for Data Transparency.

**REMUNERATION PROVISIONS**

**Definition of Chief Officers**

For the purposes of this Pay Policy Statement, all references to Chief Officer include Statutory Officers, Chief Officer and Deputy Chief Officers, as defined within Section 43 of the 2011 Localism Act, apart from clerical and administrative posts. In accordance with the Council's Constitution these include:

- Chief Executive
- Deputy Chief Executive
- Heads of Service
- Section 151 Officer
- Monitoring Officer

The Council's Chief Officer Structure is set out within Article 12 of the Constitution of the Council and published in accordance with the Transparency Code.

Chief Officer grades and salaries are determined using the Hay Evaluation criteria.

For the purposes of the Pay Policy Statement, the Council is required to define and set out the relationship and definition of the lowest paid employee.

**Definition of Lowest Paid Employees**

For the purpose of this pay policy statement, the definition of the lowest-paid employees adopted by the Council for the purposes of this statement is as follows:

'The lowest paid worker is defined as those on the lowest spinal column point of Grade J, which is the Council's lowest pay grade (excluding apprentices). From 1<sup>st</sup> April 2018 the annual salary of the lowest paid employee is £16,495 (£8.54 per hour). '

This places a ratio between the lowest paid and highest paid employee at 6.68:1 from 1<sup>st</sup> April 2018.

The Council considers this to be the most appropriate definition as this is the lowest contractual pay point and pay level on its substantive pay structure and which normally applies to new entrants to the lowest graded jobs within the organisation.

The exception is employees who are employed on a Government sponsored apprenticeship programme that allows for them to be paid at nationally agreed apprenticeship rates. The recommended pay rates for apprentices should not be lower than the National Minimum Wage and the District Council has adopted a pay range for apprentices that exceeds National Rates for apprentices.

With effect from 1<sup>st</sup> April 2019 the Council has agreed to revise the lower end of its grading scale to a minimum of £17,711.



## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

In 2014 to address low pay the Council introduced a discretionary, non contractual supplement to increase pay in line with the Voluntary Foundation Living Wage rate. In anticipation of the revision of the NJC Pay Spines this was frozen at £8.62 with effect from 1<sup>st</sup> April 2018, equating to an annual rate of £16,630.

**A copy of the Council's pay scales can be found at the end of this statement.**

### **Section 1- POLICY ON REMUNERATION OF CHIEF OFFICERS**

#### **1. Levels of Pay for Each Chief Officer**

The Chief Executive as head of the paid service is employed on the JNC terms and conditions of service and paid a salary that is a spot payment, commensurate with the role.

The Deputy Chief Executives, Heads of Service (which include the Monitoring Officer and the Section 151 Officer) are paid within the Warwick Senior Management Grades (WSMG) on a salary which is considered a market rate within the local government sector. There are 3 salary scale incremental levels; the current levels of pay for each Chief Officer are set out in Appendix 1.

Employer contributions for LGPS for 2018/19 and 2019/20 is 19.6% and Employee contributions can be found at [www.warwickshire.gov.uk/pensions](http://www.warwickshire.gov.uk/pensions)

These elements of remuneration for 2018/19 are set out below. With effect from 1<sup>st</sup> April 2019 these rates are subject to the JNC 2018/19 pay award of 2%.

#### **2. Elements of Remuneration for Each Chief Officer**

In addition to the basic salary outlined above, Chief Officers may claim business mileage as a Casual Car User; none of the Chief Officers are in receipt of an Essential Car User Allowance payment.

The Chief Executive is the Council's Returning Officer and receives an Election Allowance. This allowance is set by central government and it varies each year depending on the number and type of elections held in each year.

The Council's Monitoring Officer role is carried out by one of the Deputy Chief Executives as part of the current role; a separate payment for Monitoring Officer is not made.

For an exceptional piece of work or an exceptional achievement, a Chief Officer may be awarded an honorarium. The Chief Executive can approve this for any employee and this is either paid as a one off payment or can be a monthly allowance for a temporary period.

#### **3. Pay Levels on Recruitment**

The pay level offered on recruitment is typically the bottom point of the salary grade for all roles including Chief Officers. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

relevant experience, a higher salary up to the maximum salary for that post, may be authorised by the Chief Executive.

The majority of Chief Officers are appointed by the Employment Committee (which reflects all political parties) exercising their delegated powers as outlined in the officer employment procedures.

This excludes the appointment to the role of Head of Paid Service (Chief Executive) and any other posts where the salary is greater than £100,000 where the Employment Committee recommends the appointment to Full Council for approval.

### **4. Increases to Pay**

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1<sup>st</sup> April each year and incremental increase to their pay will be applied as follows:

- Chief Officers appointed between 1<sup>st</sup> October and 31<sup>st</sup> March will receive an increment on 1<sup>st</sup> October the following year and thereafter
- Chief Officers appointed between 1<sup>st</sup> April and 30<sup>th</sup> September will receive an increment on 1<sup>st</sup> April the following year and thereafter.

There are 3 levels of increment; the first is the recruiting salary, the second level is automatic but the final level is subject to a satisfactory performance as signed off by their line manager. It may be withheld if the Chief Officer is deemed to not have a satisfactory performance appraisal or has a live formal written warning for conduct or performance issues.

Where a Chief Officer has given exceptional performance then they may be awarded additional increments outside of the normal incremental timescale as detailed above - subject to their pay not exceeding the maximum salary for their post. This would be authorised by the Chief Executive.

Chief Officers' pay will be benchmarked regularly against the market to ensure consistency is maintained both in the peer local authorities and nationally if relevant. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers.

Where a Chief Officer is temporarily working in a higher level role, (duration of 3 months or more) this may be recognised by payment of an honorarium or the higher salary relevant to that role on a temporary basis.

### **5. Market Forces Supplement**

The Council adopted a Market Forces Policy in 2017. It is the Council's policy to pay temporary and reviewable 'market forces supplement' to posts where there is clear and demonstrable evidence that the salary level attached to the post creates substantial recruitment and retention difficulties. Any supplement will be automatically withdrawn at the end of two years unless an application for extension is agreed.

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

### **6. Performance Related Pay or Bonuses**

Exceptional performance of Chief Officers is recognised by either accelerated increments or an honorarium as detailed previously. Poor performance may result in an increment being withheld.

### **7. Termination Payments**

In the case of redundancy, a severance payment would be made to a Chief Officer in line with the current the Discretionary Compensation Policy and as per the Redundancy Calculator. Pension benefits, on termination of employment, prior to reaching normal retirement age, would be calculated in accordance with the Local Government Pension Scheme regulations

Employees who wish to apply for Early Retirement or Flexible Retirement may do so in accordance with the associated policies for early retirement and flexible retirement.

In the case of termination due to Ill-health, a termination payment would not be applicable but an early pension benefit may be awarded by the pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

In exceptional circumstances the Council may choose to make a payment under a Settlement Agreement. Such circumstances could include minimising the risk of uncertainty or disruption to the authority. Such payments are subject to a formal decision by the Chief Executive, in consultation with the relevant Deputy Chief Executive, relevant Head(s) of Service and Group Leaders. Approval will be sought by the Executive at its next meeting.

Any severance package that exceeds £100,000 should be approved by full Council. The components of which may include pay in lieu of notice, redundancy compensation, payment made in accordance with a Settlement Agreement, pension entitlements, holiday pay and any fees or allowances paid. The draft Public Sector Exit Payment Regulations 2016 provide that exit payments to public- sector workers are capped at £95,000, these have not yet been implemented.

It is not the council's policy to re-employ or to contract with senior managers who have been made redundant from the council unless there are exceptional circumstances where their specialist knowledge and expertise is required.

## **Section 2 - POLICY ON REMUNERATION OF ALL EMPLOYEES AND IDENTIFICATION OF OUR LOWEST PAID EMPLOYEES**

In 2018/19 the lowest paid persons employed under a contract of employment with the Council were employed on spinal column point 7 of the NJC Pay Spines.

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

The full time equivalent salary for this point is £16,495. This is the evaluated rate for the job in accordance with the Hay job evaluation scheme and the Council's agreed grading structure. The Council introduced a voluntary non contractual supplement in 2014 which currently equates to a rate of £8.62 per hour.

With effect from 1<sup>st</sup> April 2019 the Council has agreed to revise the lowest point of the grading structure to £17,711 (£9.18 per hour) at this point the non contractual supplement will be superseded.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at [www.LGE.gov.uk](http://www.LGE.gov.uk)) as the basis for its local grading structure. This determines the salaries of the large majority of the workforce – apart from Chief Officers - together with the use of other nationally defined rates where relevant. The last increase to the national pay scheme was April 2018 and a two year pay deal was agreed for 2018/19 and 19/20. The Council is committed to adherence to the national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated in the pay spine.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by the Council. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied within the grade where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity and this would be done in accordance with the Market Forces Policy. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

The Council maintains its commitment to developing Apprentices and currently there are 12 within the Council.

## **Section 3 - THE RELATIONSHIP BETWEEN REMUNERATION OF CHIEF OFFICERS AND OTHER EMPLOYEES**

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers (as included within the Hutton 'Review of Fair Pay in the Public Sector' 2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay – in that a public sector manager cannot earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's 'Code of Recommended

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

Practice on Data Transparency' recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.

Currently the average (mean) of the Chief Officers' pay is 2.92 times that of the rest of the employees. The highest earning Chief Officer earns 4.24 times the mean of the rest of the employees. The highest earning Chief Officer earns 6.68 times the lowest paid employees.

Currently the median Chief Officers' pay is 2.66 times that of the rest of the employees. The highest earning Chief Officer earns 4.62 times the median salary of the rest of the employees.

<b>Salary Information 2018/19</b>	
	<b>£</b>
Highest Chief Officer Salary	110,175.00
Median Chief Officers Salary	63,596.00
Median Officers Salary	23,866.00
Lowest Officer Salary	16,495.00

	<b>2018/19</b>
Comparison of the Chief Officers Mean / Officer Mean	2.92
Highest earning Chief Officer/ Payscale Officer Mean	4.24
Highest earning Chief Officer/ Lowest Payscale Officer	6.68
Median Chief Officer/ Median Payscale Officer	2.66
Highest Chief Officer/ Median Payscale Officer	4.62

These figures are accurate as of January 2019 data and exclude any other payments or allowances. The tolerances are well within the limits recommended by the Hutton report.

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

### **Section 4 - PUBLICITY AND ACCESS TO INFORMATION**

This policy including Appendices will be available on our web site [www.Warwickdc.gov.uk](http://www.Warwickdc.gov.uk).

### **Section 5 - RELATED DOCUMENTS**

Early Retirement  
Redeployment Policy  
Recruitment Policy  
Final Increment Scheme for Chief Officers  
Disciplinary Policy

Flexible Retirement  
Ill-Health Retirement Policy  
Honoraria Policy  
Capability Policy  
Market Forces Policy

Hay Job Evaluation Scheme

Date of first issue:	March 2012
Date of Version 2:	March 2013

**EMPLOYMENT COMMITTEE MINUTES (Continued)**

Date of Version 3:	March 2014
Date of Version 4:	January 2015
Date of Version 5:	March 2016
Date of Version 6:	March 2017
Date of Version 7:	March 2018
Date of Version 8:	March 2019
Date of next review:	January 2020

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

### **APPENDIX 1**

#### **WARWICK SENIOR MANAGERS GRADES 2018/19** (WSMG Scheme for Chief Officers excluding the Chief Executive)

##### **Basic Pay**

<b>Grade</b>	<b>Post</b>	<b>Starting Point</b>	<b>Mid Point</b>	<b>Max Point</b>
	Chief Executive	£100,625	-	£110,175
WSMG1	Deputy Chief Executive	£82,781	£86,231	89,679
WSMG2	Head of Finance	£73,229	£76,148	£79,966
WSMG3	Head of Housing Services	£58,700	£61,148	£63,596
WSMG3	Head of Neighbourhood Services	£58,700	£61,148	£63,596
WSMG3	Head of Cultural Services	£58,700	£61,148	£63,596
WSMG3	Head of Development Services	£58,700	£61,148	£63,596
WSMG3	Head of Health and Community Protection	£58,7005	£61,148	£63,596

*Chief Officers and Chief Executive will receive a 2% pay award with effect from 1.4.19 as part of a two year pay agreement.*

#### **ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS**

##### **Car Mileage Payments**

The accumulative mileage claims for the Chief Officer population for 2018/19 is approximately £805. It is estimated that the figure would be in the same region for 2019/20.

##### **Election Allowance for 2018/19 (Chief Executive only)**

The fee paid to the Returning Officer is determined by legislation and the recovery of the costs for the Returning Officer duties at a UK or European Election is met from Central Government funds and as such does not constitute a cost the Council.

##### **Honorarium Payments**

None expected for Chief Officers in 2018/19

##### **Relocation Scheme**

None anticipated for 2018/19

##### **Mortgage Subsidy Scheme**

None currently

## APPENDIX 2

***Salary Grades 2019/20***

Salary Grade	Spinal Column Point	1.4.18 Salary £	Spinal Column Point	1.4.19 Salary £
<b>J</b>	6	16394		
	7	16495		
<b>I</b>	8	16626	2	17711
	9	16755		18065
	10	16863		
	11	17007		
<b>H</b>	12	17173	4	18426
	13	17391		18795
	14	17681		
	15	17972		
	16	18319		
<b>G</b>	17	18672	6	19171
	18	18870	7	19554
	19	19446	8	19945
	20	19819	9	20344
	21	20541	10	21166
	22	21074	11	21589
<b>F</b>	23	21693	12	22462
	24	22401	13	22911
	25	23111	14	23835
	26	23866	15	24799
<b>E1</b>	27	24657	16	25295
	28	25463	17	26317
	29	26470	18	26999
	30	27358	19	27905



***Salary Grades 2019/20***

<b>Salary Grade</b>	<b>Spinal Column Point</b>	<b>1.4.18 Salary £</b>	<b>Spinal Column Point</b>	<b>1.4.19 Salary £</b>
	31	28221	20	28785
<b>E2</b>	32	29055	21	29636
	33	29909	22	30507
	34	30756	23	31371
	35	31401	24	32029
	36	32233	25	32878
<b>D</b>	37	33136	26	33799
	38	34106	27	34788
	39	35229	28	35934
	40	36153	29	36876
<b>C</b>	41	37107	30	37849
	42	38052	31	38813
	43	39002	32	39782
	44	39961	33	40760
	45	40858	34	41675
<b>B</b>	46	41846	35	42683
	47	42806	36	43662
	48	43757	37	44632
	49	44697	38	45591
	50	45652	39	46565
	51	46608	40	47540
<b>A</b>	52	47578	41	48530
	53	48548	42	49519
	54	49517	43	50507

**Minute 43, Appendix 2**

**GENDER PAY GAP REPORT AS AT 31.3.18**

**1. Background Information**

- 1.1 The gender pay gap report for Warwick District Council sets out the gender pay gap information relating to employees in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 Any company who employs more than 250 employees are required to report on their:
- a. Mean gender pay gap
  - b. Median gender pay gap
  - c. Mean bonus gender pay gap (including long service and honoraria)
  - d. Median bonus gender pay gap (including long service and honoraria)
  - e. Proportion of males and females receiving a bonus payment
  - f. Proportion of males and females in each quartile band
- 1.3 This report identifies Gender pay gap data using pay data on the snapshot date of 31<sup>st</sup> March 2018, and in relation to 'bonuses' paid between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018.
- 1.4 The information must be published on both the Council's website and available for at least 3 years and on the designated government website.
- 1.5 No comparisons have been drawn between the 2017 data and the 2018 data, due to the following:
- the organisation profile has changed significantly with the TUPE out of Leisure staff in June 2017
  - In the 2017 data, 'bonus' was not included. Warwick District Council does not pay in the traditional sense and this decision was based on advice received at that time. Further clarification has advised that both 'one off honoraria' and 'long service awards' should now be included in the 'bonus' calculations.

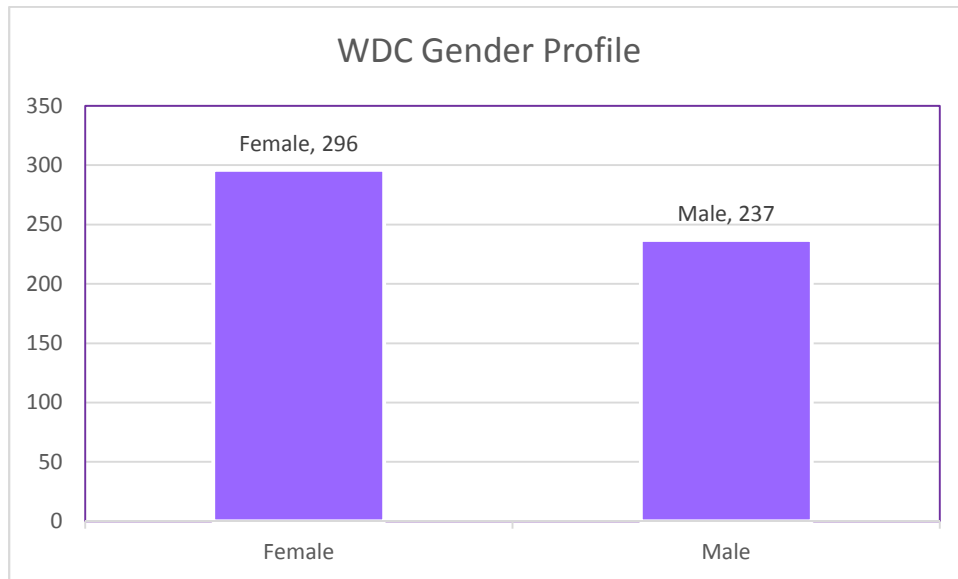
Moving forward it will be possible to draw more meaningful comparisons.

**2. WDC Workforce Profile**

- 2.1 The WDC gender pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- 2.2 The data includes the following types of staff:
- Employees with a contract of employment (part time, full time, permanent and fixed term)
  - Casuals/Workers
  - Apprentices
- 2.3 The data does not include temporary staff employed through an agency

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

### **2.4 Gender Profile**



As at 31 March 2018 Warwick District Council employed 533 people (contracted and casual staff):

<b>Female employees = 296</b>	<b>Male employees = 237</b>
56% of all employees are female	44% of all employees are male
152 females are full time	178 males are full time
115 females are part time	38 males are part time
38% of female's work part time	16% of male's work part time
29 females work on a casual basis	21 males work on a casual basis
31 average weekly hours (between 7.5 and 35 hours per week)	34.7 average weekly hours (between 7.67 and 35 hours per week)
14% of females are in managerial roles (supervisor's/team leaders and managers)	21% of males are in managerial roles (supervisor's/team leaders and managers)

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

### **3. Mean and Median Gender Pay Gap Results**

We have used the guidance detailed on the gov.uk website to calculate this data described as: 'The gender pay gap of the organisation should be calculated as hourly pay, as both a:

- mean figure (the difference between the average of male and female pay)
- median figure (the difference between the midpoints in the ranges of male and female pay)'

As a summary the results for Warwick District Council are set out below:

	<b>Female</b>	<b>Male</b>	<b>Difference between Female and Male mean &amp; median 2018 hourly rate</b>
<b>Number of staff</b>	296	237	
<b>Mean hourly rate</b>	£12.20	£14.41	15.3%
<b>Median hourly rate</b>	£11.02	£12.37	10.9%
<b>Mean bonus payment</b>	£34.47	£18.20	-89.4%
<b>Median bonus payment</b>	£750	£447	-68%
<b>Proportion who received a bonus</b>	6%	3%	

- 3.1 For the purposes of Gender Pay Gap reporting a bonus payment includes a 'one off honoraria' and Warwick District Council 'Long Service Awards'.
- 3.2 The mean hourly rate is the "average" hourly rate when adding together the total of the hourly rates of all employees and dividing the total by the number of employees. The median hourly rate is the "average", middle hourly rate of all employees. This is calculated by sorting the hourly rate of workers from lowest to highest and working out what the middle employee's hourly rate is.
- 3.3 The mean can be affected by a small number of high earners, whereas the median takes into account the distribution of pay across the workforce and is less affected by a small number of high earners.

### **4. Pay Quartiles**

- 4.1 Hourly rates within Warwick District Council range from £4.59 (apprentice rate) to £55.99. When dividing all employees into 4 quartiles the pay rates for the 4 quartiles are shown below:

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

<b>WDC Pay Quartiles by Gender 31.3.18</b>						
<b>Quartile</b>	<b>No. of males</b>	<b>No. of females</b>	<b>Total</b>	<b>Males</b>	<b>Females</b>	<b>Total %</b>
<b>Lower Quartile</b> <b>£4.59 to £9.55</b>	54	80	134	37%	63%	100%
<b>Lower Middle Quartile</b> <b>9.72 to £11.74</b>	48	85	133	36%	64%	100%
<b>Upper Middle Quartile</b> <b>£11.74 to £15.63</b>	52	81	133	39%	61%	100%
<b>Upper Quartile</b> <b>£15.63 to £55.99</b>	83	50	133	62%	38%	100%

- 4.2 Quartile Pay Band Summary - In order for there to be no gender pay gap, there would need to be an equal ratio of male to female in each quartile. However, within the Council, 63% of the employees in the lowest two quartiles are female and 37% are male.
- 4.3 The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
5. **What are the factors influencing Warwick District Council's gender pay gap?**
- 5.1 Under the law, males and females must receive equal pay for:
- the same or broadly similar work;
  - work rated as equivalent under a job evaluation scheme; or
  - work of equal value.
- 5.2 Warwick District Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).
- 5.3 As such it:
- operates job evaluation methodology to grade all jobs, using the Hay Job Evaluation Scheme to ensure that jobs are paid fairly;
  - ensures that allowances are awarded fairly and consistently across the Council;
  - re-evaluates job roles and pay grades as necessary to ensure a fair structure.
- 5.4 Warwick District Council is confident that its gender pay gap does not stem from paying males and females differently for the same or equivalent work.
- 5.5 On the date that this information was taken we employed more females than males, therefore it would be expected that there are more females

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

than males at almost every level of the organisation. However, this is not replicated in the upper quartile.

### **5.6 Loss of highly paid female Leisure Staff**

Overall staff numbers were down from 680 in 2017 to 533 in 2018 mainly due to the TUPE out of 174 contracted and casual Leisure staff in May 2017. These included 138 Leisure staff paid on 31/3/17 – 70 of these staff were female and 68 male. However, out of those in the highest quartile 8 were female and 1 was male. Out of the top 20 Leisure earners in 2017, 17 were female and 3 were males receiving specialist coaching/tuition rates.

### **5.7 More male staff earning more money**

Despite the lower overall staff numbers, there were 10% more females in the overall workforce in 2018 compared with 2017. However, the percentage of females in all quartile pay brackets decreased other than the lower quartile where it increased by 4%.

## **6. Benchmarking**

6.1 At the date of compiling this report there is insufficient data published to draw effective comparisons.

6.2 According to Office of National Statistics estimates in the UK in 2017, there was a mean gender pay gap of 17.4% and a median gender pay gap of 18.4%. The ONS provisional figures Annual Survey of Hours and Earnings figures published in October 2018 have estimated for the UK that those figures stand at 17.1% and 17.9% respectively.

7.2 We have compared the Council's gender pay gap results for the mean and median hourly pay to the Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) provisional earnings data for October 2018 for jobs in the United Kingdom in the table below:

Description	Mean	Median
<b>United Kingdom</b>	17.1	17.9
Public Sector	17.5	19.0
Private Sector	23.8	20.3
<b>Warwickshire</b>	22.5	25.7
Warwick Area	26.6	24.7
Warwick District Council	15.3	10.9

## **7. Publication**

7.1 WDC Gender pay gap data will be published following Employment Committee in March 2019

## **8. Summary of Gender Pay Gap Data as at 31<sup>st</sup> March 2018**

- The Mean Gender pay gap is 15.3%.
- The Median Gender pay gap is 10.9%.
- The TUPE transfer of Leisure staff has resulted in a decrease of females in the upper quartile.

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

- 'Bonus' pay is being reported for the first time in 2018 which was not reported in 2017.
- Despite the lower overall staff numbers, there were 10% more females in the overall workforce in 2018 compared with 2017. However, the percentage of females in all quartile pay brackets decreased other than the lower quartile where it increased by 4%.
- Statistics provided by the ONS show that Warwick District compares favorably with its peers.

### **9. Next steps**

#### **9.1 Review and analyse the data available:**

The data reported is based on March 2018 data, which is not comparable with the March 2017 data. In order to give a meaningful indication of the direction of travel it is proposed to analyse the March 2019 data earlier than March 2020 to enable us to provide further analysis to update SMT/Employment Committee by:

- a) Improving data collection in order to develop a robust evidence based action plan - Employers who use high quality data to understand the drivers of their gender pay gap will be able to target their actions and therefore deliver the most effective results. Therefore, as a starting point it is essential to have good quality relevant data relating to employment, recruitment, progression, retention upon which to base any proposed actions. In order to achieve this, it will be necessary to identify what data is held, what gaps there are and the best method for filling the gaps in data.
- b) Undertake data analysis to understand the reasons for a gender pay gap - this will comprise both quantitative and qualitative data analysis.
- c) Benchmark with acknowledged leaders - Having identified barriers to progression benchmark with other employers to explore options to incorporate in an evidence based action plan that encompasses improved recruitment and retention processes, robust learning and development and agile working/family friendly policies. It is apparent from the current high level data that females are not proportionally represented in the upper pay quartiles and initial actions will seek to first understand and then address the causes of this as necessary, with some further examples to be considered below:
  - i. Analysis of number of female applicants to roles and success rate.
  - ii. Develop a greater evidence base to determine the proportion of female staff who return to work after maternity and adoption e.g. full time; part time and same role and those that continue in post a year after returning.
  - iii. Ensure consistent recruitment training that is fit for purpose e.g. recognition of unconscious bias.
  - iv. Increase awareness of 'work apprenticeship' training to encourage more employees to improve their skills and experience to enable the opportunity to progress their career.
  - v. Promote a consistent and transparent process to career grades and progression.
  - vi. Promote Mentoring/Coaching opportunities.
  - vii. Continue to develop flexible working options that support effective

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

work life balance including career breaks/sabbaticals.

- 9.3 It should be noted that addressing the underlying causes of a gender pay gap and developing an effective action plan is an ongoing and iterative process. Time is required to both consider in detail the approach to adopt, and to refine the content as well as consider comparative data to be able to benchmark best practice both internally and externally. This will be incorporated into our Equality and Diversity actions as part of the People strategy updates.

### **Definitions**



For the purposes of reporting, **Standard Hourly Rate** includes the following:

- Basic Salary
- Casual payments
- Honoraria paid monthly to recognize acting up duties
- Shift premium pay
- Retention allowances
- Living Wage Foundation top ups
- Unsocial hours payments
- Standby payments
- First Aid Allowances
- Market Related Supplements

Not required to be included in reporting are:

- Overtime
- Mileage, subsistence and other expenses
- Redundancy payments
- Anyone receiving nil pay during the period e.g. on maternity / sick leave / leave with no pay
- Salary sacrifice amounts

### **Bonus**

Bonus pay means any remuneration that is in the form of money, vouchers, securities, securities options or interests in securities and relates to profit sharing, productivity, performance, incentive or commission. Non-consolidated bonuses are included. Long service awards with a monetary value are also included.

For WDC, this captures Long Service Awards and one-off honoraria payments. Regular honoraria payments are excluded from "bonus" calculations and included in "ordinary pay".



## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

We believe this is in line with the ACAS guidance, but it is unclear whether other Councils have followed this definition as closely as ourselves and we have previously had conflicting advice.

### **Gender Pay Gap**

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between males and females average hourly rates of pay. The gap can be measured in various ways and it is important to understand how the gap is being measured. The hourly rates of pay, excluding overtime are used to take account of the fact that many more males than females work full-time. Overtime is excluded because it is recognised that male employees work more overtime than female employees due to female's caring responsibility and part-time nature of work.

Gender pay is different to equal pay. The gender pay gap is the difference between the average hourly rate of pay of a male employee and the average hourly rate of a female employee as a percentage. The gender pay gap is calculated using both mean and median hourly rates.

### **Equal Pay**

There have been laws in place since the 1970s requiring employers to pay male and female who are doing 'like work', 'work of equal value' or 'work rated as equivalent' the same salary and to have equal contractual terms such as annual leave and pension payments. The law was updated in the Equalities Act 2010. This is known as equal pay.

Equal pay and gender pay are separate and not necessarily related. A company can be equal pay compliant and still have a gender pay gap. When a company pays equally and has a gender pay gap the cause is likely to be the distribution of males and females in different grades.

### **Mean Vs Median**

The mean hourly rate is the 'average' hourly rate when adding together the total of the hourly rates of all employees and dividing the total by the number of employees.

The median hourly rate is a different way of calculating an "average" hourly rate where the average is the middle hourly rate of all employees. This is calculated by sorting the hourly rate of workers from lowest to highest and working out what the middle employee's hourly rate is.

The mean average can be affected by a small number of high earners, whereas the median takes into account the distribution of pay across the workforce and is less affected by a small number of high earners.

### **Mean Gender Pay Gap**

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

#### **To calculate the mean**

The mean is an average of all the numbers in a dataset, that is you have to add up all the numbers and then divide the result by how many numbers you are dealing with. To find the mean hourly rate for WDC's full-pay relevant male employees, all the hourly rates will be added together and then divided by the total number of full-pay relevant male employees. This will give the "mean" hourly rate.

### **Median Gender Pay Gap**

The difference between the median hourly rate of pay of male full-pay relevant employees and that for female full-pay relevant employees.

#### **To calculate the median**

## **EMPLOYMENT COMMITTEE MINUTES (Continued)**

The median is the numerical value which splits the top 50% and the bottom 50%. To find the median, all the hourly rates for all employees will be listed in numerical order; if there are an odd number of values, the median is the number in the middle. If there is an even number, the median is the mean of the two central numbers.

### **Bonus**

The gender pay gap is the average value of bonuses paid to female relevant employees expressed as a percentage of the average value of bonuses paid to male relevant employees. For Warwick District Council, bonuses as defined for the purposes of the Gender pay Gap are retention payments, one-off honoraria and long service awards.

Regular honoraria payments, to cover an acting up situation, are excluded from "bonus" calculations and included in "ordinary pay".

### **Mean Bonus Gap**

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

### **Median Bonus Gap**

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

### **Bonus Proportions**

The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

### **Quartile Pay Bands**

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.


### **Quartiles**

A quartile is one of the three points that divide the population of data into 4 equal parts. In the context of gender pay gap reporting, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts. For clarification, that is not WDC Pay bands.

### **Measures**

A positive measure, for example 18%, indicates the extent to which females earn, on average, **less** per hour than their male counterparts.

A negative measure, for example -18%, indicates the extent to which females earn, on average, **more** per hour than their male counterparts. This may happen, for example, if WDC employ a high proportion of males in low-paid part-time work, and/or the senior and higher paid employees are female.

 <b>Council</b> <b>17 April 2019</b>		<b>Agenda Item No.</b> <b>12</b>
<b>Title</b>	Revisions to Council Procedure Rules	
<b>For further information about this report please contact</b>	Graham Leach Democratic Services Manager & Deputy Monitoring Officer 01926 456114 <a href="mailto:graham.leach@warwickdc.gov.uk">graham.leach@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>		
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	4/4/2019	Andrew Jones
Head of Service		
CMT		
Section 151 Officer	4/4/2019	Mike Snow
Monitoring Officer	4/4/2019	Andrew Jones
Finance	4/4/2019	Andrew Rollins
Portfolio Holder(s)	29/3/2019	Andrew Mobbs
Consultation & Community Engagement		
The Chairman of the Council and Councillors Boad, Heath, Mobbs and Naimo as Group Leaders.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 The report brings forward minor amendments to Council Procedure Rules in respect of Public Speaking at Council and consideration of Executive minutes at Council.

## 2. **Recommendation**

- 2.1 That from the new municipal year in May 2019, only the Executive Part 1 items (those which require a decision of Council) are reported to Council and not the Executive Part 2 items where a decision has already been taken by the Executive.
- 2.2 That Council approves the amendments to the Constitution as set out at Appendix 1 to the report and any consequential amendments elsewhere in the Constitution as a result of these.

## 3. **Reasons for the Recommendation**

- 3.1 At present Council receives the full minutes from each Executive meeting. Provision is only made within the Constitution for the Council to debate those items recommended to Council for it to determine i.e. Part 1 items. The Part 2 items are Executive functions which, under the Local Government Act 2000 are matters that the Executive has to determine and Council cannot amend.
- 3.2 The Chairman and Group Leaders have considered this and noted that this can cause a lack of clarity for the public attending meetings, as they may reasonably expect, if an item is included on the agenda that Council will be taking a decision on it.
- 3.3 The removal of the Part 2 items from the agenda would also enable Councillors to focus on the important matters being considered by Council and would also reduce the amount of paper used in printing agendas.
- 3.4 This would not impact on the call in procedure, of Executive decisions, because in the instance on being called in the matter would come to Council via either a report from the Monitoring Officer or the Overview & Scrutiny Committee for Council to consider.
- 3.5 All Councillors would continue to receive a full set of Executive minutes as part of the Executive agenda, and as at present, would be able to ask questions about Executive decisions through scrutiny work or at Council as part of Questions to the Leader and/or their Portfolio Holders.
- 3.6 Council will be aware that at its meeting on 20 February they were addressed by a member of the public regarding an Executive decision that had already been taken and acted upon. While this would be resolved by the change outlined above this also highlighted the current Council procedure rule for speaking at Council that reads:

"You will be permitted to speak in relation to any of the following items included on the agenda: notice of motion, report or minutes of another committee. Any request to speak on other items will be a matter of discretion for the Chairman.

(The rights for a member of the public to address Council on a Petition are set out in the Council's Petition Scheme.)"

- 3.7 At the request of the Chairman and Group Leaders this arrangement was considered by the Democratic Services Manager & Deputy Monitoring Officer because (a) it did not permit anyone to address the Council on the Executive recommendations to Council or the Executive decisions already taken because the Executive is not a Committee of Council, and (b) it did not permit the public to speak on reports brought to Council by either a Councillor or Officer.
- 3.8 The revised wording, outlined at Appendix 1, has been drafted to resolve these concerns and because the Minutes brought to Council from either the Executive or a Committee are, within the Constitution, recognised as reports.
- 3.9 As part of the above revisions the Democratic Services Manager & Deputy Monitoring Officer noted there was duplication in the running order of Notices of Motion and therefore it was proposed that these should be combined.

#### 4. **Policy Framework**

##### 4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
The report provides clarity for the public on their participation at Council meetings ensuring they have a write to address Council on matters before,	The report will reduce the paper consumption of the Council .	Nil.

rather than after, a decision is taken.		
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
<i>Nil.</i>	<i>Nil</i>	<i>Nil</i>

4.2 **Supporting Strategies** - Each strand of the FFF Strategy has several supporting strategies however this report does not directly impact on these.

4.3 **Changes to Existing Policies** – The report brings forward amendments to the Council Procedure Rules which form part of the Constitution of the Council.

## 5. **Budgetary Framework**

5.1 If approved there will be a small saving within the budget for printing of agendas, however this will be included as part of the wider savings previously agreed by Executive that from the new Council there will be a move to use of electronic rather than printed agendas.

## 6. **Risks**

6.1 There are no significant risks associated with this report.

## 7. **Alternative Option(s) considered**

7.1 No alternative options have been considered as the proposals are minor amendments to the Constitution.

## Council Procedure Rules

Additions in *italics* and deletions ~~struck through~~

### 4. Order of Business

- (1) The order of business at every meeting of the Council other than the annual meeting will be:
  - (a) To choose a person to preside if the Chairman and Vice-Chairman are absent
  - (b) To deal with any business required by statute to be done before any other business
  - (c) Apologies for absence
  - (d) declarations of interest
  - (e) To approve as a correct record and sign the minutes of the last meeting of the Council
  - (f) To deal with any business expressly required by statute to be done
  - (g) To receive such communications as the Chairman or the Chief Executive may wish to present to the Council
  - (h) Chairman's announcements
  - (i) Public Interest Debate – this will be added to the agenda if needed
  - (j) Petitions
  - (k) Notices of Motion (To consider items, notice of which have been given under Procedure Rule 6 in the order in which notice has been received)
  - ~~(l) Public submissions~~
  - ~~(l m)~~ Leader's and Portfolio Holders' Statements
  - ~~(m n)~~ Questions to Portfolio Holders & the Leader of the Council
  - ~~(n o)~~ To dispose of business, if any, remaining from the last meeting
  - ~~(o p)~~ To receive and consider the minutes reports of the Executive and/or any Committees that contain recommendations for Council to consider from committees
  - ~~(q)~~ To consider items, notice of which have been given under Procedure Rule 6 in the order in which notice has been received
  - ~~(p r)~~ Other business, if any, specified in the summons
  - ~~(q s)~~ To authorise the sealing of documents so far as the Council's authority is required.

### 34. Public Speaking

#### (a) Council


~~You will be permitted to speak in relation to any of the following items included on the agenda: notice of motion, report or minutes of another committee. Any request to speak on other items will be a matter of discretion for the Chairman.~~

~~(The rights for a member of the public to address Council on a Petition are set out in the Council's Petition Scheme.)~~

*The public be permitted to speak in relation to the following items included on the agenda: notice of motion, Petitions (as defined by the Council's Petition Scheme) and any reports that requires a decision by*

*Council at that meeting. Any request to speak on other items will be a matter of discretion for the Chairman.*



 <b>Council</b> <b>17 April 2019</b>		<b>Agenda Item No.</b> <b>13(a)</b>
<b>Title</b>	<b>End of Term Report 2018/19</b>	
<b>For further information about this report please contact</b>	Graham Leach Democratic Services Manager & Deputy Monitoring Officer 01926 456114 <a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	n/a	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	n/a	
<b>Background Papers</b>	Minutes of all 2018/19 Finance & Audit Scrutiny Committee meetings	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	n/a

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy		
Head of Service		
CMT		
Section 151 Officer		
Monitoring Officer		
Finance		
Portfolio Holder(s)		
<b>Consultation &amp; Community Engagement</b>		
<b>Final Decision?</b>		<b>No</b>
This report is for recommendation to Council.		

**1. Summary**

- 1.1 The reports provides an end of term report on the work the Finance & Audit & Scrutiny Committee has undertaken during the 2018/19 municipal year.

**2. Recommendation**

- 2.1 That Council notes the end of Term Report for the Finance & Audit Scrutiny Committee during the municipal year 2018/19, as detailed in Appendix 1 to the report.

**3. Reasons for the Recommendation**

- 3.1 Under Article 6 of the Council's Constitution, Overview and Scrutiny Committees and Policy Committees are required to provide an end of term report to the Council on work they have undertaken during the year.
- 3.2 This report will be updated to include items considered at the 2 April 2019 meeting of the Committee, prior to it being presented to Council.

**4. Policy Framework**

- 4.1 The recommendations of the report do not affect the Council's policy framework.
- 4.2 Fit for the Future - This report is made annually as a matter of good practice and Council policy.

**5. Budgetary Framework**

- 5.1 The recommendations of the report do not affect the Council's budgetary framework.

**6. Risks**

- 6.1 There are no risks associated with this report.

**7. Alternative Option(s) considered**

- 7.1 There are no alternative options as this report complies with the requirements of Article 6 of the Council's Constitution.

## **Items considered by Finance & Audit Scrutiny Committee 2018/19**

### **Audit Items**

- Interim Audit Findings Report
- Anti-Fraud and Corruption Progress Report 2017/18
- Closure of Accounts 2016/17 Audit
- Internal Audit Quarter 1 2018/19 Progress Report
- National Fraud Initiative
- Statement of Accounts
- Annual Governance Statement 2017/18 Action Plan: Review of Progress
- Internal Audit Quarter 2 2018/19 Progress Report
- Corporate Fraud Team Update
- Finalisation of 2017/18 Audit
- Internal Audit Quarter 3 2018/19 Progress Report
- Internal Audit Strategic Plan 2019/20 – 2021/22 and Internal Audit Charter 2019
- 2018/19 Audit

### **Scrutiny Items**

- Housing Benefit and Council Tax Reduction – Risk Based Verification Review
- Warwick District Infrastructure Delivery Plan (IDP)
- Review of Housing Services – Service Area Update
- Audio and Visual Recordings of Meeting
- Update from Deputy Chief Executive (BH) – Housing Contracts
- Scrutiny of Service Area Performance – Neighbourhood Services
- Procurement Progress Update – half year to 30 September 2018
- Treasury Management Activity Report for the period 1 April 2018 to 30 September 2018
- Review of the Assigning of Parent Company Guarantees and Other Types of Securities to Council Contracts
- Scrutiny of Service Area Performance – Development Services
- Pump Room Gardens Restoration Project – Briefing Paper
- Scrutiny of Service Area Performance – Chief Executive
- Scrutiny of Service Area Performance – Business
- Scrutiny of Service Area Performance – Cultural Services
- Procurement Progress update – annual for financial year 2018/2019
- Health & Community Protection – Service Review
- Leisure Development Programme - Completion of Phase I
- Update on Action Plan following Review of Closure of Accounts
- Procurement Progress update – annual for financial year 2018/2019
- Health & Community Protection – Service Review
- Leisure Development Programme - Completion of Phase I

### **Routine Items**

- Comments from the Executive
- Review of the Work Programme & Forward Plan

## **Executive Items Considered by the Committee**

### **June 2018**

Europa Way - Update  
Fit For The Future  
Increased Litter Bin Provision

### **July 2018**

Final Accounts  
Ultra Low Emission Buses  
Software and Hardware Upgrade for CCTV Service  
Leamington Car Park Displacement Strategy  
Creative Quarter: Growth Deal, Bid Options & Potential Purchases  
Significant Business Risk Register  
Risk Management Annual Report

### **August 2018**

Council Tax Reduction Scheme  
Europa Way - Update  
Rural/Urban Capital Initiative Scheme  
Bid for Local Authority Housing Programme  
Budget Review  
Stock condition  
Creative Quarter Growth Deal Update Report  
Assets redesign

### **September 2018**

Contract for management of shared accommodation provision for former rough sleepers  
Continual Maintenance of Pay on Foot Equipment  
Europa Way – Spine Road  
Fees and Charges 2019/20

### **October 2018**

Review of Final Accounts  
Significant Business Risk Register  
Funding for Norton Lindsey Village Hall Re-Build  
Code of Procurement Practice  
Royal Pump Rooms – Catering & Events Investment  
Discretionary Business Rates Relief as a Tool for Business Growth and Inward Investment

### **November 2018**

Budget Review  
Covent Garden Displacement Plan  
10, 12 & 14 Chapel Street, Warwick  
Whitnash Community Hub  
Europa Way Progress Update and Next Steps  
Victoria Park Café

**January 2019**

Local Council Tax Reduction Scheme 2019/2020  
Housing Revenue Account (HRA) base budgets 2019/20  
General Fund Base Budget 2019/20  
Significant Business Risk Register  
Leisure Development Programme – Phase 2, Kenilworth  
Purchase of premises in Royal Leamington Spa

**February 2019**

Treasury Management Strategy 2019/20  
Housing Revenue Account (HRA) Budget 2019/20 and Housing Rents  
Delivery of the St Mary's Lands Masterplan for 2019/20 and beyond, Warwick  
Review of Closure of Accounts  
2019/20 General Fund Budget & Council Tax

**March 2019**


Land Purchase at South Crest Farm in relation to the Relocation of Kenilworth School  
Community Infrastructure Levy (CIL) Regulation 123 List for 2019/20  
Commonwealth Games 2022  
Shakespeare's England Future Funding  
Men's Cycle Tour of Britain 2019

**April 2019**

Procurement Strategy and Review of Shared Service  
Employer's Agent for New Housing Programme  
Software and Hardware Upgrade for CCTV Service  
Corporate Property Repair and Planned & Preventative Maintenance Programme (PPM)  
2019/20  
Significant Business Risk Register  
Purchase of premises in Royal Leamington Spa

**Joint meeting of the Finance & Audit and Overview and Scrutiny Committees**

In addition to the above the Finance & Audit Scrutiny Committee had a joint meeting with the Overview & Scrutiny Committee on the 24 July 2018 where they considered the Stock Condition Survey

 <b>Council – 17 April 2019</b>		<b>Agenda Item No.</b> <b>13(b)</b>
<b>Title</b>	Overview & Scrutiny Committee End of Term Report	
<b>For further information about this report please contact</b>	Lesley Dury, Committee Services Officer 01926 456114 committee@warwickdc.gov.uk	
<b>Wards of the District directly affected</b>	n/a	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	O & S 2 April 2019 Council, 18 April 2018	
<b>Background Papers</b>	Agendas/Minutes Municipal Year 2018/19	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	No
Not required as this report gives a synopsis of work undertaken by the O & S Committee and contains no new material.	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	12.3.2019	Andy Jones
Head of Service		
CMT	12.3.2019	Andy Jones
Section 151 Officer		
Monitoring Officer	12.3.2019	Andy Jones
Finance		
Portfolio Holder(s)		
<b>Consultation &amp; Community Engagement</b>		
12 March 2019 - Chairman of Overview and Scrutiny – Councillor Mrs Falp 2 April 2019 – report approved by Overview & Scrutiny Committee		
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

- 1.1 This report is the annual end of term report to the Council on the work the Overview & Scrutiny Committee has undertaken during the municipal year 2018/19. The Committee met 11 times during the year. The report also includes work by the Health Scrutiny Sub-Committee which met three times.

## 2. **Recommendation**

- 2.1 That the list of matters considered by the Overview & Scrutiny Committee and Health Scrutiny Sub-Committee during the municipal year 2018/19, as detailed in Appendix A to the report, be noted.

## 3. **Reasons for the Recommendation**

- 3.1 Under Article 6 of the Council's Constitution Overview & Scrutiny Committees and Policy Committees are required to provide an end of term report to the Council on work they have undertaken during the year.
- 3.2 The matters considered during the year are attached at Appendix A to the report.

## 4. **Policy Framework**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Nil	Nil	Nil
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u>	<u>Intended outcomes:</u>	<u>Intended outcomes:</u>

All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
Nil	Dialogue between Scrutiny and Executive enables robust decision making and ensures all elements of the proposal in respect of service provision are taken into account.	Nil

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies; however, this report is for governance purposes and allows an overview of the previous 12 months' work.

The work carried out by the Committee and its Sub-Committee helps the Council to improve in line with its priority to manage services openly efficiently and effectively.

This report is made annually as a matter of good practice and Council policy.

#### 4.3 **Changes to Existing Policies** - There are no changes to existing policies.

#### 4.4 **Impact Assessments** - There are no new policy changes in respect of Equalities.

### 5. **Budgetary Framework**

#### 5.1 The recommendations of the report do not affect the Council's budgetary framework.

### 6. **Risks**

#### 6.1 There are no risks associated with this report which is purely provided as a matter of good practice and Council policy concerning Scrutiny committees.

### 7. **Alternative Option(s) considered**

#### 7.1 There are no alternative options because this report complies with the requirements of Article 6 of the Council's Constitution.



## Chair's Introduction

This has been the second year that I have acted as the Committee's Chairman and I have noticed that the Committee has really found its feet. In particular, the Committee has covered a wide range of topics on its own work programme and has been stringent in ensuring that any matters outstanding have been followed up. An example of this stems from the work done in the previous municipal year when the Committee has followed up and scrutinised reports in respect of the recommendations made by the Task & Finish Group – HMOs. It has asked for regular updates from officers on matters of huge importance to the District such as the Leisure Centres and litter collection and recycling. The Council's work to stem the tide of fly-tipping, working in co-operation with Rugby Borough Council has also drawn close examination and the Committee has been pleased to note the progress made in this respect and also that officers have reported with positive enthusiasm about the work being done and the results.

The Executive has discussed a large number of reports this year and this has meant that the Overview & Scrutiny Committee has scrutinised a large number of these too. The response from the Executive in respect of recommendations made to it by Overview & Scrutiny has been more consistent and detailed.

The Committee also undertook another Task & Finish Group this year in respect of examining the role of the Council's Chairman. The report giving the recommendations from this Group will be examined by the Committee in April 2019.

The Health Scrutiny Sub-Committee also found its feet this year and Members felt that they were finally adding value to initiatives being taken by this Council in respect of health and wellbeing instead of simply being told what had happened. The Sub-Committee has also received regular updates from the Portfolio Holder, Councillor Thompson and Councillor Mrs Redford, both of whom sit on outside bodies at the County Council. Their regular feedback has given the Sub-Committee the opportunity to feed into the work being done at the County Council.

The Sub-Committee has noted that the Joint Strategic Needs Assessment tool has captured a lot of useful data allowing this Council to hone in on areas requiring attention such as mental health and housing. I would like to extend my thanks to the Lead Officer for this Sub-Committee, Marianne Rolfe, who has gently guided the Sub-Committee to concentrate on the areas within the control of this Council.

I would like to thank the officers that have supported me and this Committee during my tenure as this Committee's Chairman and also those officers who have regularly been asked to present reports and take questions.

Councillor Judy Falp  
12 March 2019

## **Items considered by Overview & Scrutiny Committee 2018/19**

### **Overview & Scrutiny Work Programme Items**

2018:

Warwick District Infrastructure Delivery Plan (IDP) update  
Finance – Service Area Update  
Review of Council's Sustainability and Climate Change Approach  
Review of Housing Services – Service Area Update  
Report on Fuel Poverty  
Leisure Development Programme Phase 2 – Kenilworth Facilities  
Events Review Update  
Christmas Lights Display 2018  
Renewal of Recycling Contract 2019/20  
Review of Neighbourhood Services – Service Area Update  
Task & Finish Group HMO's Update  
Summary of the role, responsibilities and performance of the South Warwickshire  
Community Safety Partnership (SWCSP)  
Local Plan Policy H6 (Task & Finish Group Recommendation 2.4)  
Development Portfolio – Service Review  
Annual Feedback on Outside Appointments and Champions  
Stock Condition Survey

2019:

Pump Room Gardens Restoration Project  
Update on Catering & Concessions Contract – Royal Pump Rooms and Jephson  
Gardens  
Shared Environmental Enforcement with Rugby Borough Council  
Chief Executive's Office – Service Review  
Warwick District Infrastructure Delivery Plan (IDP)  
Business Portfolio – Service review  
Student Housing Strategy Community Engagement  
Briefing Note – Follow-up to "Annual feedback on Outside Appointments" report –  
National Association of Councillors  
Culture Portfolio – Service Review  
Annual Update from Shakespeare's England  
Health & Community Protection – Service Review  
Increased Litter Bin Provision – report back to show how well the scheme has been  
received and results  
Briefing Note – Vision & Strategy for Leamington town centre annual update and  
progress on Action Plan  
Children's Safeguarding: Improvement Action Plan Update  
HEART Service Progress Report  
Role of the Chairman of the Council – Task & Finish Group  
2019 Councillor Training Plan  
To review membership/participation with certain Outside Appointments  
Overview & Scrutiny Committee End of Term Report

### **Routine Items**

Review of the Work Programme, Forward Plan and Comments from the Executive

### **Executive Items Considered by the Committee**

*(This section details the comments and recommendations made by the Overview & Scrutiny Committee to the Executive on reports being considered by the Executive. The decisions made at the Executive meeting have been detailed if the decision has been more than to approve the recommendations in the report.)*

### **30 May 2018:**

Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse

The Committee welcomed and supported the report but requested robust monitoring of the contract from the outset.

Student Housing Strategy

The Committee welcomed and supported the Policy in general and welcomed that some of the recommendations from the HMO Task & Finish Group were included within the document.

Executive Response:

The Executive thanked the Scrutiny Committee for the debate and consideration of this matter and reminded them that, as set out within the report, one of the next steps would be to work with the University of Warwick to promote further on-campus provision and a more dispersed distribution of the student population across Warwick District to enable the district to positively integrate the students and settled populations.

The Committee expressed concerns that the aims did not specifically address the concerns about over-concentration of students in some areas through a dispersal strategy.

MHCLG Rough Sleepers Initiative 2018-20

The Committee welcomed the report but had questions on what would happen in two years when the MHCLG funding ceased.

### **26 June 2018:**

Increased Litter Bin Provision

The Committee welcomed and supported the recommendations in the report.

Ideas were raised about using new technology where possible and providing different types of refuse bins in different areas, based on demand and use e.g. Parade in Leamington Spa might have different requirements to quieter streets, such as Milverton Hill in Leamington Spa.

### **24 July 2018:**

Air Quality SPD

The Committee welcomed and supported the report and recommended that the report was aligned with the National Planning Policy Framework (NPPF) prior to the report going out for consultation.

Executive Response:

The recommendations in the report were approved along with the recommendation from the Overview & Scrutiny Committee that the SPD was

aligned with the new draft National Planning Policy Framework prior to it going out to consultation.

#### Creative Quarter: Growth Deal, Bid Options & Potential Purchases

The majority of O&S Members supported the recommendations in the report and recommended that the wording to one of the recommendations was amended.

(Recommendations 2.3 and 2.4 were matters for the Finance & Audit Scrutiny Committee to scrutinise.)

#### Executive Response:

The recommendations in the report were approved, subject to the amendment recommended by the Overview & Scrutiny Committee and 2.3 be amended to read "in the region of".

#### Leamington Car Park Displacement Strategy

The Committee noted the report.

### **29 August 2018:**

#### Council Tax Reduction Scheme

The Committee supported the recommendations in the report but was concerned at the level of complexity of the questionnaire and the effect this might have on the response rate.

#### Executive Response:

The Executive noted the comments of the Committee but were mindful that there was a requirement to provide all the information in order to enable full consideration of the proposals.

The recommendations in the report were approved.

#### Creative Quarter Growth Deal Update Report

The majority of Committee Members supported the recommendations in the report.

### **25 September 2018:**

#### Leisure Development Programme Phase Two – Kenilworth Facilities

The Committee supported the recommendations in the report.

#### Events Strategy

The Committee supported the recommendations in the report but made the following comments:

- A standardised EIA, the format of which has been defined by the Council, should be completed for all events.
- Event organisers should be encouraged to ensure the use of recyclable materials for all disposable items, e.g. plastic.
- Parish and Town Councils should be sent a copy of the events manual once it is published.
- All events organisers should receive a copy of the events manual.

#### Executive Response:

The Executive agreed that the comments made by O&S should be circulated to officers, for them to consider as part of the process. Executive approved the recommendations in the report.

### **30 October 2018:**

#### Code of Procurement Practice

The Committee noted the report.

#### Executive Response:

The recommendations in the report were approved with an amendment in Appendix 1, Page 13 of the report, to bullet point four to read *"The exemption must be agreed by the Head of Finance and Executive, prior to any contract being entered into"*. These changes would be made prior to submission to Council.

#### Adoption of a Plastics Policy

The Committee supported the recommendations in the report.

The Committee discussed what could be done to reduce the use of plastic at events held in the District, and requested an update in 12 months' time to review progress with the Policy and the difference it had made.

Suggestions were made for some amendments to the wording in the Policy and Councillor Thompson asked Councillor Davison to liaise with him over the changes.

#### Executive Response:

The recommendations in the report were approved, with the agreement of revised wording as discussed with officers.

#### Discretionary Business Rates Relief as a Tool for Business Growth and Inward Investment

The Committee supported the recommendations in the report.

#### Executive Response:

The recommendations in the report were approved with an amendment to the figures contained within paragraph 5.6 to read *"£100,000"*.

### **27 November 2018**

#### Europa Way Progress Update and Next Steps

The Committee supported the recommendations in the report with the inclusion of an amendment to recommendation 2.21 which the Portfolio Holder agreed he would bring forward to the Executive meeting on the following evening.

#### Executive Response:

The recommendations in the report were approved, subject to an amendment to recommendation 2.21 to read:

*"To agree that a Members Working Group made up of representatives of all political groups plus the portfolio holder for Housing and Property Services is set up for this project."*

#### Covent Garden Displacement Plan

The Committee supported the recommendations in the report.

Executive Response:

The recommendations in the report were approved, subject to the amendments detailed in the addendum. These were amendments to paragraphs 3.3.11 and 3.3.12 of the report and additional wording to recommendation 2.4 to read:

"...and delegate authority to officers to submit a planning application for up to 80 spaces at Riverside House to be made available for public parking on weekdays during the displacement period."

Houses in Multiple Occupation (HMO) Licence Conditions and HMO Licensing Cycles – Private Sector Housing

The Committee strongly supported the recommendations in the report.

Creative Quarter – Draft Masterplan

The Committee recommended that the public consultation period on the draft masterplan should be extended by a further four weeks, meaning that a final masterplan would be submitted to the new Council in 2019.

Executive Response:

The recommendations in the report were approved, subject to the amendments detailed in the addendum and an additional recommendation 2.3 to read:

"That a Cross Party Member Working Group be established to enhance communication on this matter"

The Executive rejected the recommendation from Overview and Scrutiny because the Portfolio Holder, Councillor Butler stated that there had been widespread comments received about the slow decision making regarding the regeneration of Old Town and the opinion that this area of the District had a tendency to be ignored. Whilst he felt that the recommendation from Overview & Scrutiny Committee had merit, he did not feel that an extension to the consultation timeframe would improve the quality of the feedback being received. For these reasons he did not accept the recommendation. He did agree, however, that an additional recommendation should be added relating to the establishment of a cross party Member working group.

## **8 January 2019**

Leisure Development Programme – Phase 2, Kenilworth

The Committee supported recommendations 2.1 and 2.3 in the report and noted recommendation 2.2.

In respect of recommendation 2.4 in the report, the Committee recommended to the Executive that it deferred its decision to allow further evaluation of a lido option as a facility to benefit the whole District.

Executive Response:

The recommendations in the report were approved and the petition was noted.

The Executive rejected the recommendation from Overview and Scrutiny Committee because the decisions taken so far were based on the recommendations received from the very experienced team leading the project, and the success of the other two leisure centres within the District were a

testimony to the team's expertise. If another consultation was to be held, the Portfolio Holder could not see how the results would be any different from the one already conducted, and failed to see what else could be done in order for the public to be able to express their opinions.

It was therefore proposed by Councillor Coker and seconded by Councillor Butler that the recommendation from the Overview & Scrutiny Committee was rejected on the basis that:

- despite the lido option not being part of the consultation, it had been fully evaluated by officers and an independent, well-respected consultancy; and
- consequently, there was no merit in holding a further consultation as Members were comfortable that all the material issues had been examined both in preparation for the report of September 2018 and report of January 2019.

Supplementary Planning documents – request to consult  
The Committee noted the report.

## **5 March 2019**

Creative Quarter Masterplan and Next Steps

The Committee noted the recommendations in the report.

Executive Response:

The recommendations in the report and addendums were approved, subject to an amendment to recommendation 2.4 to add "and Group Leaders" to the list of consultees.

Shakespeare's England Future Funding

The Committee recommended that an additional bullet point was added to Recommendation 2.1 to state:

- Agreement of revised objectives and performance indicators in respect of Shakespeare's England's activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made.

Executive Response:

The Executive approved the recommendations in the report and included the recommendation made by the Overview & Scrutiny Committee.

Newbold Comyn: Shortlisting of Future Options

The Committee supported recommendations 2.1 to 2.4 and 2.6.

(It did not discuss recommendation 2.5 because this was within the remit of the Finance & Audit Scrutiny Committee.)

## **2 April 2019**

Employer's Agent for New Housing Programme

Councillor Phillips, Portfolio Holder – Housing undertook to submit a revision to the wording of the Housing Revenue Account (HRA) amendment that would address the concerns raised by the Overview & Scrutiny Committee so that the

Employer's Agent ensured that these new homes met the required standards regarding performance-in-use measures of energy efficiency, lifetime homes and renewable energies. Councillor Davidson had supplied a form of wording which Councillor Phillips agreed he could use to base the revision as follows:

*Councillor Davidson's suggested wording:*

*The Council is currently developing "a Plan to incorporate in new-builds funded through the Housing Investment Programme improved housing standards, in-use performance standards (such as identified by the Sustainable Development Foundation), lifetime homes standard and renewable energy installations." Consequently, the Employer's Agent would need to demonstrate experience and expertise in these areas, so that the new homes would be built in accordance with these standards and performance monitored.*

Executive Response:

The recommendations in the report were approved, subject to an additional paragraph to read:

*"3.11. The Employer's Agent brief will include taking account of the additional motion in item 11 at Full Council on February 20th 2019 whereby the Council is currently developing "a Plan to incorporate in new-builds funded through the Housing Investment Programme improved housing standards, in-use performance standards (such as identified by the Sustainable Development Foundation), lifetime homes standard and renewable energy installations." Consequently, the Employer's Agent would need to incorporate these objectives, so that the new homes would be built in accordance with these standards."*

(This item will be considered by Council on 17 April 2019.)



## **Items considered by Health Scrutiny Sub-Committee 2018/19**

### **Health Scrutiny Work Programme Items**

2018:

Joint Strategic Needs Assessment Update

Annual Status Report – Air Quality Management

Promoting Health & Wellbeing in the Wider District – Focus on Mental Health

Improved Housing Conditions

2019:

The Health and Wellbeing Benefits of Warwick District Council's Direct Access Hostel

Health and Wellbeing Approach 2018-19 Annual Update

Joint Strategic Needs Assessment – Wave 1 (presented by the Associate Director – NHS South Warwickshire CCG and WCC)

### **Routine Items**

Review of the Work Programme and Forward Plan

Health & Wellbeing Outside Bodies Updates (Standing Agenda Item):

- Warwickshire County Council Adult Social Care & Health Overview & Scrutiny Committee; and
- Warwickshire County Council Health & Wellbeing Board